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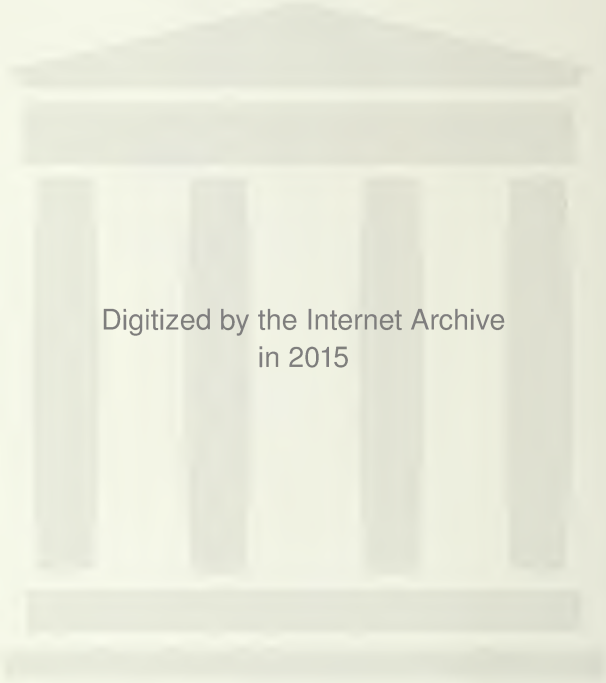
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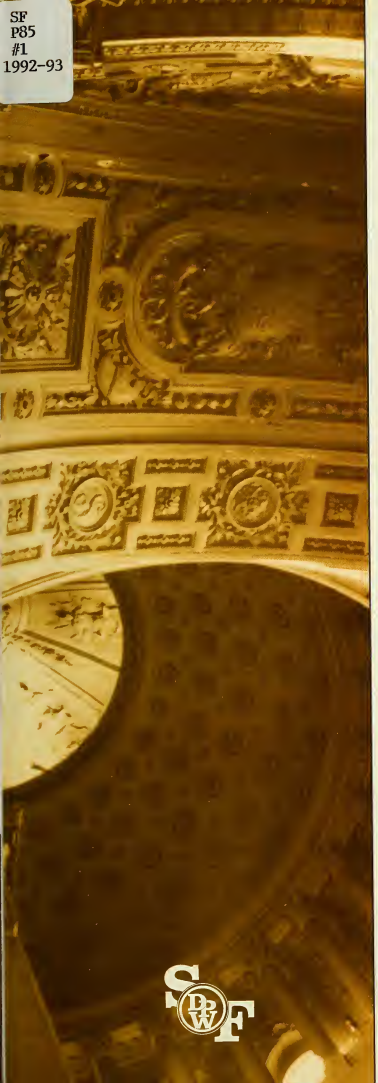
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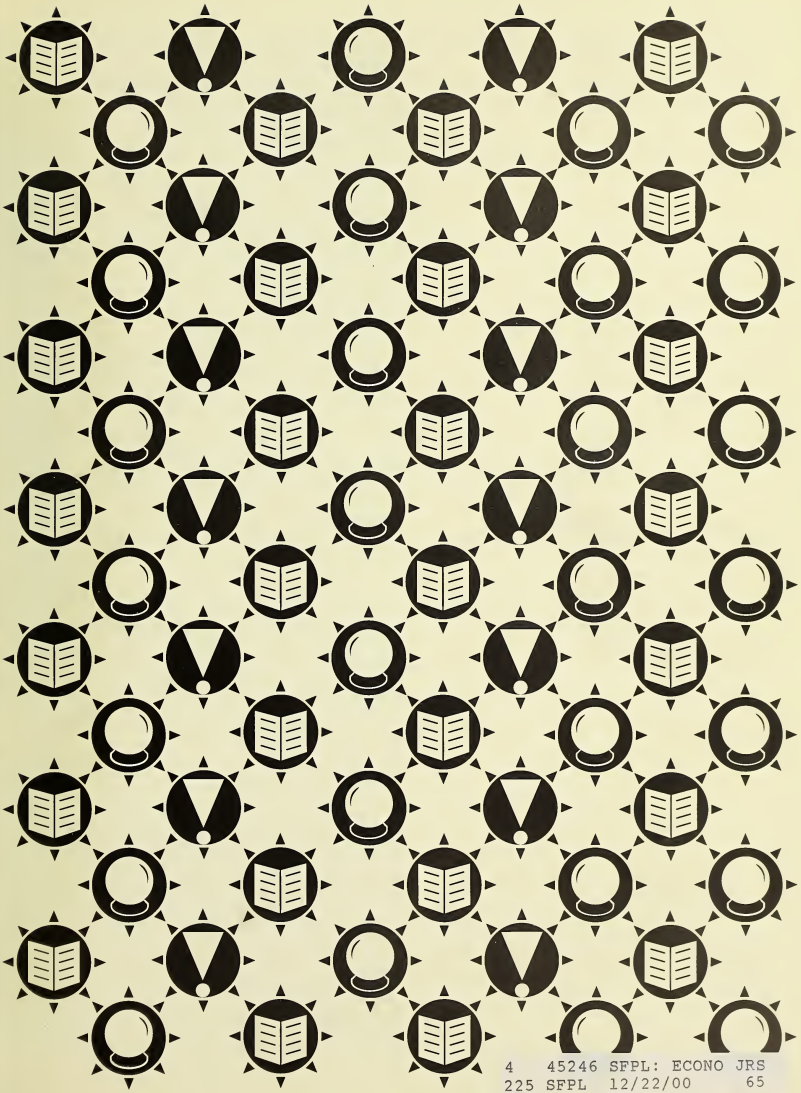
DPW 1992-1993 ANNUAL REPORT

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Front Cover Design

Inside City Hall Dome - Heavy steel and concrete seismic bracing will be hidden behind the vast ornamental surfaces of City Hall.

Members of the City Hall project team make a close inspection of the dome. →

What the Icons mean

Mission

Highlights

Future Goals



Annual Report

of the

Department of Public Works
City and County of San Francisco

June 30, 1993

Frank Jordan
Mayor

Rudolf Nothenberg
Chief Administrative Officer

John E. Cribbs
Director of Public Works



City Hall's many finials, urns balustrades, colonnades, and pediments will be secured against falling.

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1
Introduction



Stationary Engineer Ron Hastings assists Stationary Engineer Ernie Valenzuela during a confined space entry at the secondary clarifiers at the Southeast Water Pollution Control Plant.

INTRODUCTION

The mission of the Department of Public Works is to provide for the safe and clean operation and maintenance of City streets; safe and efficient operation and maintenance of the sewerage system; proper design, construction, and maintenance of City-owned facilities; enforcement of applicable sections of the San Francisco Municipal Code, which includes regulations for both public and privately owned buildings. The Department is committed to compliance with environmental and other legal mandates and is dedicated to preserving employee health and safety while enhancing their dignity and pride.

The Department will maintain the following in the coming year:

1. Establish a sound safety program, including full compliance with provisions of SB 198.

2. Provide training to support employee performance and to develop supervisory and management skills.

3. Continue to recognize and reward superior performance and safety practices.

4. Maintain a proper work environment that respects all employees, without reservations.

5. Continue development of work standards to promote efficient and timely completion of responsibilities.

6. Develop and maintain procedures manuals for Bureau operations, safety, and policy.

7. Maintain financial records to support proper Bureau and Departmental operations.

8. Continue development of standards that encourage:

 - High levels of service to public and clients.
 - Communication within and outside Bureaus and the Department.
 - Maintenance of discipline.
 - Participation in training programs.
 - Participation in community activities.

9. Continue pursuit of improved work facilities, especially for the Bureau of Building Inspection.

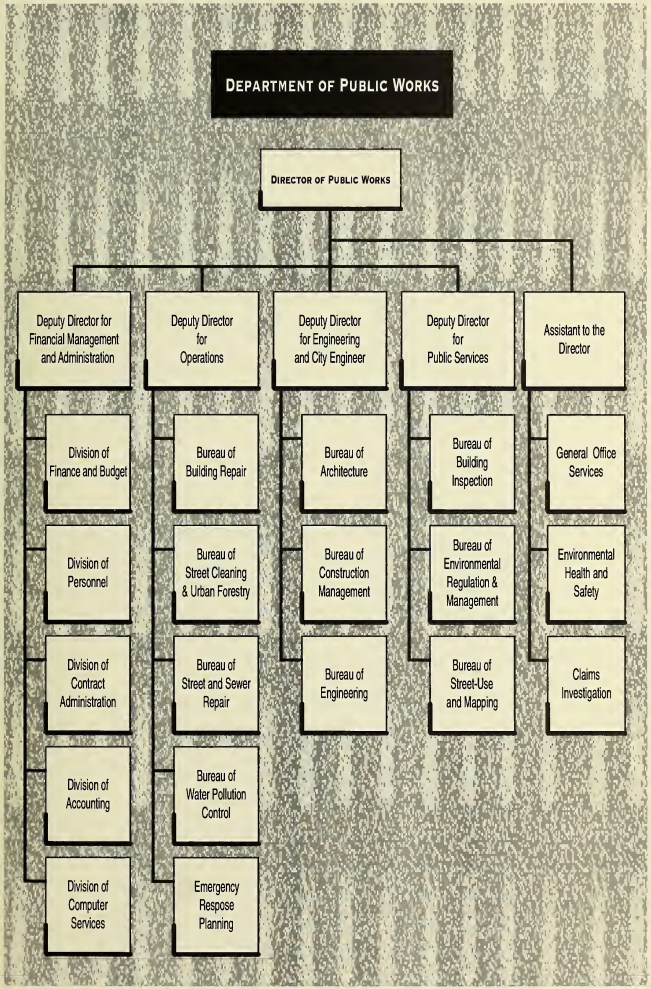
There are a total of 1,902 budgeted positions in the Department. As of June 30, 1993, 1,881 of these positions were filled.

2

DPW Organization Chart



Stationary Engineer Apprentice Carmi Johnson assists Stationary Engineer Santi Escalambre work on the Secondary Clarifiers at the Southeast Water Pollution Control Plant.


DEPARTMENT OF PUBLIC WORKS
DIRECTOR OF PUBLIC WORKS
Deputy Director for Financial Management and Administration
Deputy Director for Operations
Deputy Director for Engineering and City Engineer
Deputy Director for Public Services
Assistant to the Director
Division of Finance and Budget
Division of Personnel
Division of Contract Administration
Division of Accounting
Division of Computer Services
Bureau of Building Repair
Bureau of Street Cleaning & Urban Forestry
Bureau of Street and Sewer Repair
Bureau of Water Pollution Control
Emergency Respose Planning
Bureau of Architecture
Bureau of Construction Management
Bureau of Engineering
Bureau of Building Inspection
Bureau of Environmental Regulation & Management
Bureau of Street-Use and Mapping
General Office Services
Environmental Health and Safety
Claims Investigation

10



Installation of curb ramp to meet Americans with Disabilities Act (ADA) requirements.

General Administration
Office of the Director

Director of Public Works, John E. Cribbs
Assistant to the Director, Vacant

The Office of the Director performs the secretarial functions for the Director's Office, conducts the Director's hearings, oversees Board of Supervisors legislation, manages the Department's Office of Environmental Health and Safety, coordinates public information activities, and investigates and coordinates all claims.

OFFICE OF THE DIRECTOR

MISSION

The mission of the Director's Office is to support the employees, the Bureau Heads, and the Deputy Directors in their efforts to accomplish the mission of the Department and to provide and maintain a safe work place that is dedicated to preserving employee respect and is dedicated to service. The Director's Office develops and sets the policies for all functions within the Department.

HIGHLIGHTS

Our successful social, informational, and awards programs were continued this year and we entered our sixth year of publishing the Department's newsletter.

- Continued emphasis was placed on improving utility and client relationships.
- A Department-wide Safety Recognition Program has been developed and on-the-job safety measures continue to be recognized through the Awards Program.
- Established, through the Civil Service Commission, "Supervisor as a Coach" training classes for the Department and "Voices and Choices" for self-assertion training and recognizing harassment.

FUTURE

- Establish a training class for retirees to help guide employees through the retirement process.
- Continue development of supervisory and management training, safety training, and develop communications within and outside of the Department.
- Make all positions in the Department available to those qualified and interested.

Claims Investigation

MISSION

The Mission of the Claims Investigation Division is to process claims and submit recommendations to the City Attorney as quickly as possible. The Claims Division also handles all complaints that may generate future claims, assisting the City Attorney's Office in the discovery process during litigation and handling all claims that involve Public Works. The goal is to settle as many claims as possible without litigation or assistance from the City Attorney's Office.

HIGHLIGHTS

This year, the Claims Division:

- Settled 87% of all the claims settled without assistance from the City Attorney. 13% of the cases were settled in litigation by the City Attorney.
- Handled 5,424 City Attorney discovery requests.
- Worked more closely with private law firms who defended the City in pro-bono work.

FUTURE

The Claims Division will:

- Work closely with all Bureaus to develop better record-keeping techniques and procedures to defend the City against claims and lawsuits.
- Utilize more private law firms willing to take cases to trial in defense of the City.
- Work to reduce the costs of claims and lawsuits against the City.

Environmental Health and Safety

MISSION

The Environmental Health and Safety Office acts as a resource to the Department in protecting the health and safety of Department of Public Works' employees by developing and implementing a comprehensive health and safety program throughout the Department.

HIGHLIGHTS

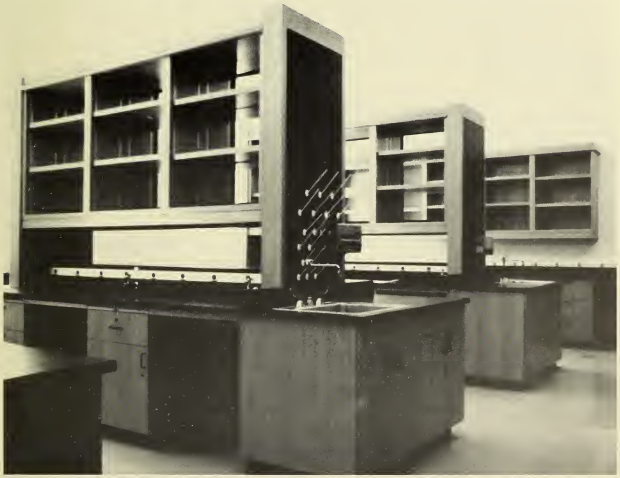
This year, Environmental Health and Safety:

- Implemented the Injury and Illness Prevention Program. Audited Bureau performance semi-annually.
- Implemented Department of Public Works' Infection Control, Respiratory Protection, Lockout-Tagout, Hearing Conservation, Confined Space Entry, and Motor Vehicle Accident Prevention Programs.
- Conducted evaluations of Video Display Terminals in compliance with the San Francisco VDT Ordinance.
- Reported occupational injury/illness rates to management and employees.
- Responded to 565 requests for health and safety information.
- In compliance with OSHA laws, trained:
 - 1,268 employees in health and safety.
 - 103 employees in behind-the-wheel motor vehicle prevention.
 - 279 employees on health and safety orientation for employees.
- Developed supervisor safety handbook.
- Conducted special health and safety training in back injury prevention, confined space entry, lockout-tagout, and electrical safety.
- Conducted twenty-five baseline health and safety inspections and performed industrial hygiene monitoring for noise, dust, welding, indoor air quality, lab chemicals, and ventilation, and recommended controls to be taken.
- Wrote health and safety articles for Bureau and Department newsletters on topics such as back safety, stress, off-the-job safety, nutrition, and fitness.
- Fit-tested 286 employees for respirators.

FUTURE

Environmental Health and Safety will:

- Develop and implement the Department of Public Works' Lead Policy.
- Provide one-on-one supervisor safety training.
- Continue implementation of baseline safety inspections of Department of Public Works' facilities.



Department of Public Health's HIV Testing Laboratory Project at 101 Grove Street. Photo shows custom casework in the microbiology laboratory.

Financial Management and Administration

Ann Branston, Deputy Director

PERSONNEL ADMINISTRATION
Manager, James Horan

The Personnel Division is responsible for hiring, training, retaining, and developing a skilled and diverse work force for the Department.

CONTRACT ADMINISTRATION
Manager, Win Lwin

The Contract Administration Division administers the processing of the Department's contracts from advertisement through bid receipt, opening, award, and certification.

COMPUTER SERVICES
Manager, James Beals

The Computer Services Division provides Departmental electronic information services, including planning, software development, network and hardware installation, and operations.

FINANCE AND BUDGET
Manager, Robert Carlson

The Finance and Budget Division is responsible for budget preparation, grants research and administration, and financial planning, analysis and reporting.

ACCOUNTING
Manager, Ronald Small

The Accounting Division prepares and processes all of the Department's accounting and purchasing documents.

Financial Management and Administration

MISSION

The Mission of the Financial Management and Administration Division is to identify, plan for, and develop the financial, personnel, contractual, and computer resources, expertise, and information needed by the Department to accomplish its goals.

HIGHLIGHTS

PERSONNEL ADMINISTRATION DIVISION

This Division is the central personnel office for the Department and processes all personnel transactions. The Division continued its function of administering appointments and separations, and maintaining personnel records. Personnel staff were in constant contact with Department of Public Works' Bureaus regarding all types of personnel issues, including disciplinary and grievance matters and personnel policy and procedures interpretation. The Payroll Unit continued to process and prepare biweekly payrolls for the Department.

The Training and Staff Development Unit continued to conduct orientation programs for new employees and student engineers. In addition, the Unit instituted a new course "Key Skills for Supervisors". To date, over one hundred Department of Public Works' supervisors have participated in this program.

Finally, our Affirmative Action Coordinator continued to provide technical assistance on all equal employment opportunity related matters to the Personnel Administration Division and all Department Bureaus, including investigating discrimination complaints and preparing the annual Affirmative Action Plan for the Department.

CONTRACT ADMINISTRATION DIVISION

This Division is responsible for the administration of all Department of Public Works' contracts. Activities include advertising, receipt of bids, bid document processing, handling bid protests, contract awards, and insurance coordination. Other activities include monitoring and coordinating the Department's compliance with the City's MBE/WBE/LBE Ordinance, South African Divestment Ordinance, MacBride principles, Business Tax Ordinance, and verification of Contractors' licenses and apprenticeship programs.

A total of 234 contracts were awarded in Fiscal Year 1992-1993, of which ninety-seven were construction and 137 were personal services contracts. The total value of the contracts was over $251 million.

COMPUTER SERVICES DIVISION

The Computer Services Division (CSD) designs, programs, operates, and maintains all Department-wide and many Bureau-specific automated information systems needed to support Departmental goals and objectives. CSD provides IBM PC (and compatible), IBM AS/400, IBM System/36, and IBM Local Area Network, hardware, software, network, and end-user support services.

Department-wide management information needs continue to be addressed through the Department's Financial and Personnel System (FPS) and Personnel Status System (PSS), and a customized distributed FAMIS (San Francisco's City-wide accounting system) for the Department.

During Fiscal Year 1992-1993, preparations and wiring began for LAN (Local Area Network) installations in many Department of Public Works' Bureaus, including Architecture, Engineering, Environmental Regulation and Management, Street Repair, Street Cleaning, and Building Repair.

FINANCE AND BUDGET DIVISION

The Division of Finance and Budget's mission is to develop financial resources and reports, and prepare analyses needed by the Department to implement and control its projects and programs. Responsibilities include coordination and input of the annual budget, preparation of an annual 5-year Sewer Service Charge Revenue Plan, preparation of an annual Indirect Cost Plan, participation in bond authorizations and sales, development of Departmental capital plans and grant proposals, and preparation of financial management reports.

Highlights for 1992-1993 include the refinancing of Sewer Revenue Bonds, preparation of the Clean Water Revenue Plan, preparation of the Transportation Capital Plan and related funding proposals, resolution of many issues regarding FEMA reimbursement and improvements to financial reporting systems.

ACCOUNTING DIVISION

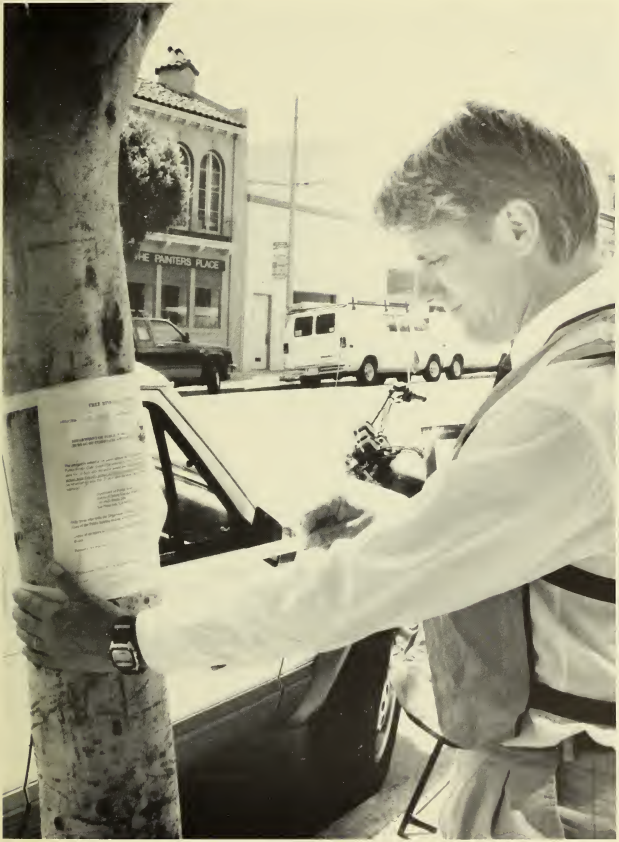
The Accounting Division is the point of origin for documents dealing with the disbursement of funds and collection of revenues, and their guidance through required procedures until final liquidation. It maintains accounts showing allowances, reserves, allotments, expenditures, encumbrances and balances for all funds under the control of the Department.

An automated Work Order Billing System was implemented during the fiscal year. Full automation of the Accounting Division is in the design stage with implementation scheduled to be completed by March 1994. The grant billing function and the contract payment function became the full responsibility of the Accounting Division and a tracking system was developed to monitor each function.

FUTURE

During Fiscal Year 1993-1994, the Financial Management and Administration Divisions will continue to focus on automation.

The Computer Services Division will finish installing LAN's in Architecture, Engineering, Environmental Regulation and Management, Street-Use Management, Building Repair, Street and Sewer Repair, and Street Cleaning and Urban Forestry. Another project will be the continued automation of the Accounting Division's functions. A new project will be initiated to streamline and automate payroll functions. Finally, refinements and improvements will be made to many financial reports, particularly reports supporting capital projects.



Tree Program Manager Dan McKenna posts a notice for the removal of a tree.



Unsightly utility poles and lines are being placed underground along Roosevelt Street.

Engineering Bureaus

Deputy Director and City Engineer, Robert T. Cockburn

OFFICE OF THE CITY ENGINEER
Project Management, Robert E. Badgley

Planning and Control, Michele Pla
Disability Access, Richard Skaff
Public Affairs, Alex Pitcher
Administration

ARCHITECTURE
City Architect, Norman M. Karasick

The Bureau of Architecture is responsible for providing comprehensive planning, facility management, and architectural services for new buildings and the modernization and renovation of existing public buildings.

CONSTRUCTION MANAGEMENT
Manager, Don Eng

The Bureau of Construction Management provides overall management, on-site inspection, site assessment and remediation, scheduling, surveying, and testing, for the many capital improvement and infrastructure construction projects undertaken by the Department.

ENGINEERING
Chief, Jackson Wong

The Bureau of Engineering provides civil, structural, and mechanical engineering services, landscape architecture, and project engineering for most City agencies.

OFFICE OF CAPITAL RESOURCES
Manager, George A. White

The Office of Capital Resources is responsible for developing strategies, plans, programs, analysis, and reports in support of the Department of Public Works' infrastructure maintenance, preservation, and enhancement mission.

PROJECT MANAGEMENT

Project Managers are responsible for maintaining the schedule and budget on major projects. They are responsible for successful public, regulatory, and interdepartmental interfaces. This is accomplished through a matrix management structure which gives Project Managers authority over personnel assigned to the project over the appropriate range of disciplines.

PLANNING AND CONTROL

This unit keeps abreast of regulatory requirements and assures that projects include features to comply with them. Review of projects for compliance with the National Environmental Protection Act and the California Environmental Quality Act is included. This unit also monitors each Bureau's progress towards meeting their management objectives.

DISABILITY ACCESS

Provides disability access code interpretation, code development, code training, and access design criteria to Department of Public Works' Bureaus and other City Departments (including the Chief Administrative Officer, Port, Airport, and the Utilities Engineering Bureau), chairs the Department's Accessibility Advisory Task Force, and provides code training to private engineers, architects, and others in the community.

PUBLIC AFFAIRS

The function of Public Affairs is to encourage and ensure public participation and to provide timely and accurate information to the public. This involves various means, including public tours, fact sheets, reports, press releases, employee training programs, and public notices. Staff organizes regular public meetings of the Citizens Advisory Committee on Wastewater Management (CAC) and the Southeast Community Facility Commission.

ADMINISTRATION

The Administration Division provides overall administrative support to all Bureaus. Personnel, the Records Center, and clerical support were provided to various sections of the Bureaus of Engineering and Construction Management.

BUREAU OF ARCHITECTURE

MISSION

The mission of the Bureau of Architecture is quality public architecture through excellence in management and design. The Bureau of Architecture provides comprehensive planning, facility management, and architectural services for new buildings and the modernization and renovation of existing public buildings.

HIGHLIGHTS

The Bureau of Architecture is currently managing over 200 ongoing projects, totaling over $828 million. The great majority of the work is funded by voter-mandated general obligation bonds, totaling $625 million. From 1987 to 1992, voter-mandated bond work increased 1,200 percent.

Workload grew more than five times faster than staffing and the Bureau accommodated this workload growth through internal efficiency improvements and increased use of consultant contracts. During 1987, the Bureau contracted out approximately $770,000 in consultant fees to private architects and engineers. During the next five years (1988-1992), the average yearly volume of fees to architects and engineers was approximately $8.2 million.

EARTHQUAKE SAFETY BOND PROGRAM - PHASE II

The Earthquake Safety Program, Phase 2 (ESP2) is a $332.4 million bond issue passed by San Francisco voters in June of 1990 for the following purposes:

1. Strengthen selected City-owned public buildings to withstand seismic forces.

2. Repair damage caused to public buildings by the October 17, 1989 Loma Prieta earthquake.

3. Make life safety and code required improvements associated with earthquake repair work.

4. Take advantage of repair and code work being done by concurrently undertaking facility preservation work, including such items as roof replacement, heating and ventilation modifications, and electrical upgrades.

5. Replace Zoo subsurface utilities: water, gas, electrical, and sewer lines.

The bond issue covers 191 City-owned facilities. One hundred seventy-one require earthquake damage repairs only, of which 166 projects have been completed. Twenty facilities include both seismic strengthening and earthquake damage repair and all twenty are in stages of planning or design.

To date, $173.3 million in bonds have been sold. Design work is underway on all the major Civic Center buildings, including City Hall, Civic Auditorium, Department of Public Health Headquarters, the Opera House, and the Veterans Building.

The Music Concourse is currently under construction and will be restored to its original splendor for its centennial celebration in July 1994. The Civic Auditorium is anticipated to be issued for bidding at the end of 1993, and an interim project is anticipated to be undertaken soon at City Hall to repair the rotunda arches.

LIBRARY BOND PROGRAM

In June 1988, voters approved $104.5 million for a new Main Library and $5 million for renovations to branch libraries.

The new Main library will occupy the block bounded by Fulton, Grove, Larkin, and Hyde Streets. Groundbreaking began in early 1993, with completion slated for late 1995.

In the branch library program, design was completed and filing for permits was accomplished on the Chinatown Branch Library. Design development was started on the Mission Branch Library and construction was substantially completed on Sunset.

EARTHQUAKE SAFETY BOND PROGRAM - PHASE I

The $59.7 million 1989 Earthquake Safety Program (ESP1) includes twenty-four projects, nineteen of which are facilities for the Fire Department. Also included are projects at Laguna Honda Hospital, California Academy of Sciences, Asian Art Museum, and the Legion of Honor. Scope of work for these projects consists of seismic strengthening, asbestos abatement, condition repair, and disabled access. Fire Department Stations No. 2 and No. 8 are under construction. A contract for Station Numbers 7, 11, and 15 and 38 female bathroom additions was awarded. Designs for Station Numbers 37 and 40 and Headquarters at Pump Station No. 1 were completed. Design is underway for Stations 24, 44, 21, 15, 38 and Ashbury Tank. A study was initiated to determine options for Station No. 21.

The Phase 1 work for the Laguna Honda Hospital Boiler Room and Equipment Bracing project is under construction. Phase 2 design was completed.

Excavation and demolition work have begun at IZG/Research and Mineral Hall Wing at the Academy of Sciences and the Legion of Honor.

SAN FRANCISCO FIRE DEPARTMENT BOND PROGRAM

In November 1992, the $40.8 million Fire Department Bond Program was approved by the voters for the construction and improvement of thirty-two Fire Department facilities. The first bond sale of $16.4 million will provide funding for twelve projects in planning and eight in design.

The Central Fire Alarm Station will be seismically upgraded and renovated. A planning assessment was initiated in June 1993.

NEW SHERIFF'S FACILITY

Construction started on the new $40 million Sheriff's Facility in June 1991. At the close of fiscal 1992-1993, construction was approximately 80% complete. This new five-story building, located next to the Hall of Justice, will contain a Centralization

Intake/Release Center, Med/Psych Facility, and Work Furlough Center. This project will lessen jail overcrowding by providing 360 work furlough beds and seventy-six beds for forensic services. The project is scheduled for completion in spring 1994 and is being funded by State Propositions 52 and 86 and a 1990 San Francisco bond measure.

SF AIRPORT UNITED AIRLINES GARAGE

The contract documents for the design of the $32 million, 3,000 car, parking garage was completed in August 1992. The state-of-the-art garage features helical ramp circulation, glass-enclosed elevators, open stairways and a precast concrete panel exterior. Main criterion included safety, high security, low maintenance, and a strong simple design that reflects high technology and airport operations of the next generation.

Bidding has been delayed due to protests by adjacent communities. Construction will be on an 18-month schedule with phasing of work on adjacent roads and parking lots. The project will include the vacating of terminal lots, allowing for the implementation of the New International Terminal under the Airport Master Plan.

RANKIN STREET PUMP STATION AND HEADWORKS

The Bureau is providing design services to the Bureau of Engineering for the Rankin Street Pump Station and the Headworks buildings. The Rankin Street Pump Station is a $30 million project adjacent to the Southeast Plant. Bids are due August 1993, with construction slated to begin in November.

The Headworks is a $7 million companion project inside the Southeast Plant. Construction documents are scheduled for completion in October 1993, and will be advertised in November 1993. This facility will provide removal of grit and debris from storm water and raw sewage from the Rankin and Channel Pump Stations.

MENTAL HEALTH SKILLED NURSING FACILITY BOND PROGRAM

The 185 bed mental health facility, with project cost of $27 million, is currently under construction at San Francisco General Hospital. Construction started in September 1992, and it is scheduled to be completed in the fall of 1994. The facility will provide San Francisco residents with a level of care that currently can be obtained only by contract with other counties around the State.

SAN FRANCISCO POLICE DEPARTMENT BOND PROGRAM

The $28 million San Francisco Police Department Bond Program was approved in November 1987 to update the structural and functional requirements of nine neighborhood police stations and one training facility.

In prior years, three projects have been completed. In Fiscal Year 1992-1993, four projects were advertised for bid. Construction contracts for the $3 million renovations of Taraval Police Station and a new $4 million building combining Mission Police Station and Juvenile Division were awarded in the last quarter of Fiscal Year 1992-1993. Construction will begin early 1993-1994.

Bayview Police Station was advertised for bid, however, due to contractor and neighborhood based protests, the project was readvertised and a responsive bid has not yet been received. Programming was completed for both Park Police Station and Golden Gate Stables. They will be advertised for bid in the second quarter of Fiscal Year 1993-1994.

SAN FRANCISCO GENERAL HOSPITAL PARKING GARAGE

Construction documents are 95% complete for this $12.2 million, 800-space parking garage that will serve the San Francisco General Hospital staff, patients, visitors, and the surrounding community. One-third of the site will be used for surface parking and will be available for future expansion of the garage to a 1,200 car capacity.

The parking structure has six levels of parking and fits within the 40-foot height limit allowed by the Zoning Ordinance. The project is currently on hold while discussions take place between the Mayor's Office, the Planning Commission, and the Parking Commission concerning the possibility of constructing the complete 1,200 space project at this time.

TENDERLOIN CHILDREN'S PLAYGROUND

The Tenderloin Children's Playground is a new 13,000 square foot, two story building and new 18,400 square foot playground for the exclusive use of children up to the age of sixteen years old.

The total project estimated cost, not including the cost of the land, is $4.8 million. Bids received in May 1993 were lower than expected due to a favorable bidding climate. Construction will start in fall of 1993 and will be completed in fall 1994.

CANDLESTICK PARK STADIUM IMPROVEMENTS

The $400,000 painting of the stadium exterior and light standards has been completed. The $4 million seat additions, exiting improvements, gates expansion, and waterproofing project has been completed within the three month construction period before the Giants first spring game. Accessibility issues are being analyzed and a Master Plan will be developed.

The prioritizing of this year's upcoming work has been established with input from Recreation and Park Department and the Mayor's Office. Seat additions/exiting improvements to reach 70,000 seat capacity and on-field seat expansions are major parts of 1993's Phase 8B.

YOUTH GUIDANCE CENTER

The Youth Guidance Center includes eleven departments that provide services to youths and their families and Juvenile Hall where youths are detained by the Juvenile Courts. The Youth Guidance Center is continuing Health, Fire, Life-Safety, and general renovations of the Center, totaling $3.7 million. Contract documents are near completion for five emergency projects totaling $1 million. Construction work continues on the fuel tanks.

The $670,000 Fire/Life Safety Improvement Project at Log Cabin Ranch is substantially complete.

PROGRAM MEASUREMENTS
PREVIOUS YEAR 1991-1992

Thirty-nine (39) projects were advertised at an estimated construction cost of $29 million.

Construction value earned during the year totaled $27.0 million.

Twenty-six (26) projects were awarded at a construction cost of $26.8 million. Three of these projects were designed by the Bureau of Architecture, but advertised and awarded by other agencies - the School District, Bureau of Building Repair, and Laguna Honda Hospital.

CURRENT YEAR 1992-1993

Thirty-four (34) projects were advertised at an estimated construction cost of $145.4 million.

Construction value earned during the year totaled $46.3 million.

Twenty-eight (28) projects were awarded at a construction cost of $130.9 million. Five of these projects were designed by the Bureau of Architecture, but advertised and awarded by other agencies: Department of Public Works - Bureau of Building Repair, Bureau of Engineering, and Bureau of Water Pollution Control; and the Fine Arts Museum.

CONTRACTS AWARDED BY BUREAU OF ARCHITECTURE

	Previous Year 1991-1992		Current Year 1992-1993	
Type of Project	AWARDED CONTRACTS	AGGREGATE VALUE	AWARDED CONTRACTS	AGGREGATE VALUE
Civic Center	*3*	*$798,544*	*1*	*$168,800*
Earthquake Repairs	*5*	*1,368,922*	*4*	*3,280,811*
Miscellaneous	*2*	*2,469,210*	*2*	*720,685*
Public Health	*5*	*20,337,709*	*4*	*1,226,375*
Public Libraries	*1*	*662,300*	*0*	*0*
Public Safety	*5*	*299,349*	*8*	*12,541,870*
Recreation/Park	*2*	*591,536*	*4*	*6,671,701*
Total	*23*	*$26,527,570*	*23*	*$24,610,242*
Contracts Awarded by Others (Department of Public Works - Building Repair, Engineering, Water Pollution Control; and the Fine Arts Museum)	*3*	*$253,527*	*5*	**$106,322,143*
Grand Total	26	$26,781,097	28	$130,932,385

**Includes New Main Library construction managed by Bureau of Engineering and Bureau of Construction Management.*

FUTURE GOALS

The mission of the Bureau of Architecture is quality public architecture through excellence in management and design.

The Bureau has developed a set of six (6) vision statements as part of its on-going program for continuous improvement and quality control. These six vision statements, listed below, are critical to fulfilling the Bureau's mission. Based upon the vision statements, measurable time-based goals for the Bureau have been developed to guide efforts toward improved performance.

1. Design Quality: We deliver quality public architecture.

2. Customer Service: We provide quality service to our customers.

3. Supportive Work Environment: We have a supportive and effective professional work environment.

4. Team and Individual Recognition: We recognize and encourage teamwork with effective communication between sections, Bureau of Architecture management and Department of Public Works management.

5. Leadership/New Project and Service Development: We actively develop proposals for new projects. We actively develop new services and offer them along with traditional services to potential clients.

6. Image: We are recognized as a quality architectural organization and a desirable place to work by current employees, potential employees, and other design professionals.



San Francisco Fire Department Station #25, originally built in 1928 and renovated in 1955, will undergo a major reconstruction to ensure seismic safety.



Sunset Branch Library seismic and access upgrade.

CONSTRUCTION MANAGEMENT

MISSION

The mission of the Bureau of Construction Management is to serve the people of San Francisco by providing construction management services on a variety of Public Works projects. The Bureau is responsible for ensuring that all construction projects are completed in a timely manner, consistent with technical plans and specifications, and within budget constrictions, while mitigating public impacts.

ACCOMPLISHMENTS

- Manage construction of Clean Water Projects in excess of $280 million.
- Construct $80 million of Clean Water facilities.
- Improve safety procedures; Bureau was awarded Safe Bureau of the Year.
- Continue training upgrading.
- Start merging of Bureau of Architecture-Construction Management into Bureau of Construction Management.
- Establish contacts with Airport to manage the $2.5 billion construction program.
- Merge Site Asbestos Remediation Program into Bureau of Construction Management.
- Provide environmental services for Department of Public Works, Public Health, Public Utilities Commission, the Port, and other City Departments.
- Respond to emergencies in environmental issues.
- Manage construction of Capital Improvement Projects in excess of $33 million.
- Construct $11 million of Capital Improvement facilities.
- Mange more than 70 projects of General Engineering Services in excess of $30 million.
- Brought Bureau of Construction Management in compliance with SB 198.

HIGHLIGHTS

GREAT HIGHWAY AND SEAWALL PROMENADE

The last segment of the Great Highway project, which was delayed to allow access to the final section of the Seawall promenade, was completed in May 1993. This project incorporates a lowered four lane straight roadway with a 12-foot wide planted median strip and a landscaped parkway east of the highway with a 14-foot wide trail for joggers, bicyclists, and pedestrians. The Seawall Promenade will provide structural protection for the new Great Highway.

LAKE MERCED TRANSPORT

The Lake Merced Transport is a 8,500-foot long, 14-foot diameter tunnel with associated structures which will be completed early in the next fiscal year. This transport will capture sewage from the southwest portion of the City and route it by gravity to the Westside Pump Station. This will allow the Lake Merced Pump Station to be abandoned. This project will protect the Fort Funston Beach and Pacific Ocean shoreline and reduce the sewer overflows to eight per year.

ISLAIS CREEK FACILITIES

Work continues on the Islais Creek Facilities. The Transport/Storage Facilities are under construction and the Pump Station should be under construction by the end of 1993. When the facilities are complete in early 1996 they will store thirty-seven million gallons of sewage. The pump station will convey the storm water and sewage to the Southeast Water Pollution Control Plant. This will reduce the combined sewer overflows in the southeast portion of the City from forty to the allowable ten per year.

OCEANSIDE WATER POLLUTION CONTROL PLANT

Work continues on the Oceanside Water Pollution Control Plant (OWPCP). The underground treatment plant has primary treatment, secondary treatment, and disinfection process units. When the plant is complete, in mid-1994, sewage from the west side of the City will be conveyed to the OWPCP through a force main from the Westside Pump Station. After treatment, the effluent will be discharged through the existing Southeast Ocean Outfall 4.5 miles into the Pacific Ocean.

INFRASTRUCTURE PROJECTS

Forty-three projects were completed to rehabilitate the City's infrastructure. These included streets, sewers, cisterns, auxiliary water supply system facilities, street lighting, traffic signals, parks and recreation, handicap facilities, and heating and ventilation in City buildings.

SOUTH EMBARCADERO ROADWAY

The South Embarcadero Roadway Project was started during the 1992-1993 fiscal year. This portion of the roadway project is located on the Embarcadero, between Folsom Street and King Street, and on King Street, between the Embarcadero and Second Street. It includes resurfacing the roadway, installing tracks for light rail vehicles, doing landscaping work, and constructing a promenade with street furniture and an art ribbon. Future projects will include refurbishing the entire Embarcadero.

ALTA STREET HILL STABILIZATION

This project consisted of constructing a cast-in-place retaining wall on five soldier piles with ten tie-backs to stabilize Alta Street. Also included in the project was the installation of rock bolts into the hillside with wire netting to prevent the sliding and falling of the fractured hillside.



Jake Szeto informing flower stand vendor of encroachment permit requirements.

Projects		*$98,058,013*
Clean Water Projects		*$66,580,326*
1235W	*Islais Creek - Contract A*	*$6,139,450*
1213W	*Oceanside Water Pollution Control Plant*	*$25,508,910*
1222W	*Great Highway/Seawall*	*$2,015,979*
1225W	*Islais Creek - Contract C*	*$18,013,458*
1220W	*Lake Merced*	*$11,704,344*
7086W	*Distributed Control Systems*	*$3,198,185*
	All other Clean Water Program Projects	*$3,238,318*
Capital Improvement Services and General Construction Services		*$31,477,687*
6641M	*Bush/Polk Parking Garage*	*$1,270,992*
6682E	*Cisterns, Contract 1*	*$2,270,501*
6658E	*South Embarcadero*	*$11,779,189*
All other Projects		*$16,157,005*

MAJOR GOALS FOR FISCAL YEAR **1993-1994**

THE BUREAU OF CONSTRUCTION MANAGEMENT WILL:

1. Continue management of Clean Water Projects.
2. Continue training upgrade.
3. Manage the construction of the new City Library
4. Finalize the integration of the Bureau of Architecture/Construction Management into Bureau of Construction Management.
5. Continue managing the Capital Improvement Projects.
6. Computerize construction payments.
7. Prepare Bond Issue for City Underground Storage Tank Remediation.
8. Streamline and cut cost of Hazardous Material Proposal.

BUREAU OF ENGINEERING

MISSION

The mission of the Bureau of Engineering is to serve the people of San Francisco by providing planning, designing, and consulting services to various City departments and to assist in the management of City streets, sewers, and structures. The Bureau is responsible for assuring that all projects assigned will be completed on schedule, adhering to applicable codes and standards, and within budget, while meeting all requirements to ensure the public's safety and welfare.

HIGHLIGHTS

The following is a brief description of some of the major projects in the various disciplines.

LANDSCAPE ARCHITECTURE

This section is responsible for providing quality and timely design of City parks, urban spaces, and streetscapes. During Fiscal Year 1992-1993, the section completed the master plan of the New Chinatown Park, completed design and construction of Bayview and Cow Hollow playgrounds, completed design and advertised Portsmouth Square Plaza renovation, and completed the design of John McLaren Lake renovation.

STREETS AND HIGHWAYS

This section provides consulting and design engineering for roadway and pavement improvement projects, and design support services during construction. One of the main projects of the section is the Embarcadero Surface Roadway Project which will be constructed in three phases: North Point Street to Broadway, Folsom Street to King Street, and King Street, from Third Street to Sixth Street. The design for the first two phases was completed this year. Project scope includes construction of medians, bikeways, pedestrian walkways, landscaping, street lighting, synchronized traffic signals, and street furniture. When completed, it will provide greater vehicular, bicycle, and pedestrian safety, improved access to several important neighborhoods, and accommodate the F-line streetcar and Muni Metro Extensions.

STRUCTURAL

The section has provided design of new structures and retrofit for numerous City-owned buildings, including Mission Police Station, Chinatown Branch Library, St. Mary's Garage, and others. The Structural Section also provided design for the new Harding Park pedestrian bridge and peer review of conceptual design for modifying the seismic hazard rating of the DeYoung Museum and the existing Main Library building for occupancy by the Asian Art Museum.

ELECTRICAL

This group is responsible for providing cost effective electrical design packages for various City departments and acting as their consultant in matters related to Electrical Power and Control. During Fiscal Year 1992-1993, the section participated

in the design of the Embarcadero project, Rankin Pump Station, Richmond Transport, Airport Parking Garage, and the Candlestick Traffic Improvement Project.

HYDRAULICS

This group is responsible for the planning and design of the City's sewer and drainage project. During the fiscal year, the last of the large Clean Water Master Plan elements were either under design or construction. On the Oceanside, the Lake Merced Tunnel was completed and the Richmond Tunnel successfully bid. On the Bayside, Islais Creek Contracts A and C were under construction; Contracts B and E were designed, and planning for Contract D was completed. Mariposa Pump Station was completed on time and within budget. In addition, 3.6 miles of sewer lines worth $7.5 million were designed. These projects are in connection with the R&R emergency and routine work. Also, the planning group of the Hydraulics Section completed the Flood Control Sewer Revenue Bond Report which will be used to initiate a flooding bond measure in the June 1994 City election.

During the past year, $1.5 million of earthquake related work was completed. This work is eligible for reimbursement from FEMA. The backlog of routine work was decreased to $6.2 million.

ENVIRONMENTAL ENGINEERING

This section worked with the Regional Water Quality Control Board to set more detailed coliform standards, allowing us to decrease residual chlorine released to the Bay without adversely affecting conducted public health. This will result in reduced chemical costs of $416,000 per year. Testing was also conducted using various concentrations of polymer in the centrifuges. The result will enable us to reduce sludge hauling costs by $462,000 per year. To meet Clean Water Act standards for effluent, a direct filtration method was tested. The standards can be met using this technology so that tertiary treatment facilities costing over $30 million will not be required.

The section has worked with Bureau of Water Pollution Control's Maintenance and Operations Divisions, providing engineering support with troubleshooting, equipment purchases, and defining needs for construction projects. One of the significant projects is the Distributed Control System which uses microprocessors to tie equipment signals to main control panels.

MECHANICAL

During Fiscal Year 1992-1993, this section spearheaded efforts to expand the City's Auxiliary Water Supply System (AWSS) and complete its sewerage transport and treatment facilities. Eight AWSS contracts, funded by the 1986 Fire Protection Bond, completed construction and another five contracts were advertised. Included in the work completed was the first leg of the Ocean-Mission connection along Mission Street from 29th Street to Bosworth. The Ocean-Mission extension is, from a tactical perspective, the most important element of the 1986 bond issue as the system continues to expand westward and southward from its origins in downtown San Francisco. Three of the contracts advertised this year will help extend the Ocean-Mission connection, and a fifth contract being finalized for permit will complete this critical expansion of the system.

The design of the Rankin Wet Weather Raw Sewage Pumping Station was also completed this year and recently has been released for bid.

PROJECT DEVELOPMENT

This section has three areas of responsibility, as follows:

- Pavement Management: Surveyed 50% of the City streets (approximately 250 miles). Additionally, this group provides coordination between paving contracts and other entities that do construction in the street area.

- Curb Ramp Management: This group responds to complaints about existing curb ramps and checks the design and construction of proposed curb ramps. They have reviewed the design for the reconstruction of over 300 curb ramps during the year.

- Sewer Management: This group recommends sewer reconstruction and repair projects. It has reviewed over 1,000 sewers in the last year and has recommended 250 blocks to be repaired or reconstructed. Additionally, this group is compiling sewer information for initiating a Sewer Management System.

MAJOR FIVE YEAR GOALS

- Develop a Sewer Management System.

- Update current manuals (Design and Drafting Manual, Procedures Manual, and City Standard Specifications (CSI Format)).

- Training in San Francisco Building Code and ICBO codes.

- Develop manpower planning system.

- Improve record-keeping system: drawing storage, retrieval, checkout; consistency; calculation files; and project files.

- Bring all sections to same or adjacent buildings to increase communication, cooperation, and knowledge between disciplines.

OFFICE OF CAPITAL RESOURCE MANAGEMENT

MISSION

MISSION AND OVERALL GOALS

The mission of the Office of Capital Resource Management (OCRM) is to develop strategies, plans, programs, analyses and reports supporting the Department of Public Works' infrastructure maintenance, preservation, and enhancement mission.

PROGRAMS AND ACTIVITIES

During Fiscal Year 1992-1993, the Office of Capital Resource Management supported the Deputy Director for Engineering by implementing major projects and special activities in the following areas:

- Facility Condition Monitoring.
- Earthquake Safety Planning and Assessment.
- Geographic Information Systems (GIS) Base Map Development.
- Department of Public Works - Special Projects - Executive Retreat Summary Report.
- Public Works Federal Project Proposal Summary and Cost Estimates.

HIGHLIGHTS

FACILITIES CONDITION MONITORING (FCM)

The major objective of the program is to conduct 100 to 120 inspections annually. The FCM team conducts inspections on the City's inventory of 615 general fund supported buildings. The goal is for each building to receive one complete inspection in each five year assessment cycle. General obligation bond funds and the general fund covered the total Facility Condition Monitoring program budget. The FCM program budget for Fiscal Year 1992-1993 was approximately $550,000.

The FCM team completed 120 assessments during Fiscal Year 1992-1993. As of June 30, 1993, the total number of buildings assessed was 584. This represents 95% of the City's total inventory of general fund supported buildings. The Capital Assets Management System (CAMS) - FCM total building inventory is now at 915 buildings. Of this number, 615 are general fund supported buildings and 300 are enterprise supported buildings from the Port, Hetch Hetchy, and Water Departments.

EARTHQUAKE SAFETY PROGRAM - PLANNING AND ASSESSMENT (ESP P&A)

OCRM completed a major seismic safety assessment program involving seventy-eight City-owned buildings. This program, called Earthquake Safety Program - Planning and Assessment, defined the seismic resistance performance of selected general fund supported public facilities throughout the City. The seismic survey is part of the City and County of San Francisco's ongoing phased seismic repair and assessment effort of its facility inventory. The effort began in 1988 with the goal to systematically inspect, evaluate, and seismically strengthen City-owned buildings to address life safety hazards, enabling buildings to better resist earthquakes.

The ESP P&A project produced 313 seismic, asbestos, and disabled access assessments and reports. The total cost of the Earthquake Safety Planning and Assessment effort was approximately $3.7 million. Funding for this project came from Earthquake Safety Program 1 and 2 bond funds earmarked specifically for this effort.

OCRM developed a comprehensive list of the assessed buildings that had seismic hazard ratings (SHRs) of three or four. In terms of the building response to a major seismic event, these hazard rankings warrant serious attention. The prioritization of these buildings, and the provision of up-to-date cost estimates to seismically strengthen them, had the following impact on the City's strategic planning for future project funding:

- ▼ Assisted the Capital Improvement Advisory Committee (CIAC) in targeting which building projects should be higher funding priority through the City's annual Capital Projects Budget, or be placed on future resource allocation program proposals, such as general obligation bonds.

- ▼ Provided Departments affected with up-to-date cost estimates for seismic strengthening, asbestos mitigation, and disabled access projects of their buildings.

Results from the Earthquake Safety Program - Planning and Assessment's 1992 efforts supported development of a Cultural Facilities Bond Program Report. The original bond project calls for $40 million for the proposed move by the Asian Art Museum to the Main Library at Civic Center; $22 million for repairs, seismic strengthening and asbestos removal at the California Academy of Sciences - Steinhart Aquarium; $22 million for seismic repair, disabled access, asbestos mitigation, and renovation and improvement items for five Art Commission buildings; and $10 million for rehabilitation of existing over-burdened building systems and provision of basic amenities at the Exploratorium. The Capital Improvements Advisory Committee and the Board of Supervisors approved this bond proposal. The Board added legislation to increase the original $94.045 million dollar proposal to $98.045 million. The $4 million dollars added is for acquisition and capital costs for a Lesbian and Gay Cultural Center. This bond measure is scheduled for the November 1993 ballot.

The Seismic Technical Advisory Committee concluded its year-long project oversight and policy-setting activities for the Seismic Assessment of Various City-owned Buildings project in January 1993. Areas of policy review included:

1. Uniform criteria for seismic assessments.
2. Cost estimating policy and methodology.
3. Soil hazards investigation policy.
4. Materials testing policy.
5. Assessment methodology and criteria.
6. Seismic strengthening/upgrade policy goals and standards.
7. Geotechnical policy.
8. Building code impact on seismic assessments.
9. Building prioritization strategy related to bond program development.
10. Department liaison strategy.
11. Building code trigger review.
12. Historic preservation policy.

13. Relocation cost strategy.
14. Building replacement cost strategy.

As a result of the survey and reporting efforts by the architectural, engineering, and public health representatives on the Planning and Assessment team, and policy development and project review by the Seismic Technical Advisory Committee, the OCRM was able to develop a comprehensive strategic framework for the next Earthquake Safety Program - Phase 3. This framework includes the following:

1. The current Seismic Hazard Rating system developed by the Department of Public Works.

2. Eight strategic bond proposal options, each with building list and funding scenarios.

3. A complete list of buildings rated SHR of three and four (assessed in 1992) for bond proposal consideration.

The framework will help determine the size and scope of the next seismic strengthening program. This bond proposal will be ready for inclusion on the ballot in 1994-1995.

GEOGRAPHIC INFORMATION SYSTEMS (GIS)

In November of 1992, OCRM, Department of Public Works Operations and Project Development published a report entitled "Geographic Information Systems (GIS) - A Plan for San Francisco". The purpose of this report was:

1. To present technical background information on Geographic Information Systems computer applications that store and/or organize spatial (geographic) information in an electronic digital map and provide analysis of land-based information in an effective and timely manner.

2. To analyze the current status and the future of GIS applications.

3. To determine whether GIS should be implemented in the City and County of San Francisco.

4. To present an implementation strategy for the Department of Public Works.

The recommendations made and adopted from this report were that the City promptly implement GIS, that the Department of Public Works develop and maintain a unified City-wide base map as apart of an initial implementation phase of GIS, that City Departments form their own Applications Committee to coordinate their GIS implementation.

In February 1993, OCRM published a Request for Proposals calling for the services of a consultant to complete the development of a GIS base map for the City. The GIS Base Map Development Project will begin during the last week of July 1993 and run throughout October of 1994. BI/E2 Joint Venture, a partnership between Brighter Images and E2 Consulting Engineers, Inc., will provide consulting services. Subcontractors include Hammon, Jensen, Wallen and Associates (HJW),

Meridian Surveying and Engineering, Inc., Polytech Associates, Inc., and Plangraphics, Inc. The Base Map Development Project has four phases, described below:

- **Phase I** includes the creation of a set of technical guidelines, aerial photography and GIS workshops.

- **Phase II** covers the creation of the orthophotographs, including vendor selection, orthophoto production and quality assurance. Quality assurance procedures for this phase include checking the orthophotographs for accuracy by field survey. At the end of this phase, the City will have a complete and accurate set of high quality orthophotographs.

- **Phase III** favors the digitizing of the cadastral layer and the alignments of the City's centerline database ("The Stick Map") to the orthophotographs, and completes the orthophoto base map.

- **Phase IV** covers the installation of base map and the training of City staff in base map maintenance procedures.

The City has not initiated a City-wide GIS network due to the diversity of City Departmental applications. This presents a formidable obstacle to the unification of information. The present strategy of requiring each Department to be responsible for its own applications program allows GIS to overcome this previous obstacle. The City's Electronic Information Processing Steering Committee (EIPSC), established a GIS Subcommittee with representatives from various interested City Departments. The purpose of this Subcommittee is to share information and work cooperatively on specific action teams to develop shared goals for the establishment of a City-wide GIS network.

OCRM, through the Department's GIS Applications Committee, is overseeing the coordination of efforts of Department of Public Works bureaus and divisions in implementing GIS demonstration projects for their organizations. The sections and bureaus involved are:

1. Streets and Highways.
2. Water Pollution Control.
3. Building Inspection.
4. Pavement Management.
5. Sewers/Hydraulics.
6. Streets and Mapping.

The Goals of the Department's GIS Applications Committee are:

- Increase map security for the Department.
- Increase map maintenance.
- Improve storage and retrieval capability.
- Establish and maintain the GIS base map for all users, and
- Coordinate geographic information system applications development.

The Department of Public Works will implement three major GIS demonstration projects in Pavement Management, Sewers/Hydraulics and Building Inspection by the end of 1994.

DEPARTMENT OF PUBLIC WORKS - SPECIAL PROJECTS - EXECUTIVE RETREAT SUMMARY REPORT

OCRM participated in developing the final draft of the Department of Public Works' Executive Retreat report - "Developing a Strategic Action Plan." This report is the result of the Departmental retreat and is an organizational planning tool. The report is now being circulated and under review by the Department of Public Works Director and Deputy Directors for implementation of its various goals and strategies in staff development, future project development and management, and improving the Department's response to immediate and long range public needs and concerns.

PUBLIC WORKS FEDERAL PROJECT PROPOSAL SUMMARY

The OCRM assisted the Deputy Director for Engineering and the Deputy Director of Financial Management and Administration in developing the Department's project proposal for New Federal Public Works Capital Programs. The proposal is the culmination of the City's capital project requests, encompassing both short term and long term projects. Short range projects range from hazard mitigation for buildings, water treatment facility reports, and rehabilitation to street repairs. Long term projects include seismic safety, asbestos mitigation, and disabled access for public building and replacement of criminal justice facilities. Other long term projects include sewer system renovation, building modernization, and water treatment facility rehabilitation or replacement. The proposed program's total costs estimated for both short and long term capital projects is $1.6 billion dollars.

FUTURE GOALS

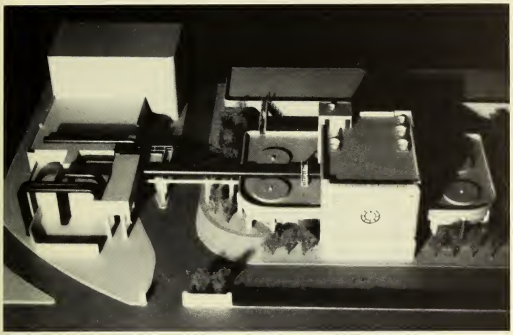
OCRM'S MAJOR ACTIVITIES FOR **1993-1994** ARE AS FOLLOWS:

- Facility Condition Monitoring: OCRM will focus on maintenance and documentation - reviewing and updating system, user and reporting documentation, and enhancing project screens on the CAMS/FCM system to reflect information gathered from 1990 to 1993.

- Earthquake Safety Program: OCRM will produce the third seismic safety bond report - Earthquake Safety Program 3.

- Geographic Information System (GIS): OCRM will produce the orthophotos, base map, and initiate the digitizing process that will create the City's GIS Base Map.

- Special Projects: OCRM will respond to special project requests related to strategies, plans, programs, analysis, and reports for the Department's infrastructure maintenance, preservation, and enhancement mission.



The architectural model for Rankin Street Headworks Building located at the Southeast Water Pollution Control Plant. This concrete facility, with glass skylights and windows, will remove/filter sediments during the treatment process.





Two public toilet stall configurations submitted for review and study.

5
Operation Bureaus



Stationary Engineer Bill Porter inventorying the Tool Room at the Southeast Water Pollution Control Plant

OPERATIONS BUREAUS

Deputy Director, Scott A. Shoaf

BUREAU OF BUILDING REPAIR
Superintendent, Raymond Zahnd

The Bureau of Building Repair is responsible for operating, repairing, and maintaining City-owned and managed buildings, and for managing interdepartmental work orders for other City agencies.

BUREAU OF STREET AND SEWER REPAIR
Superintendent, Richard Cunningham

The Bureau of Street and Sewer Repair is responsible for City streets and appurtenant structures, including pavements, gutters, retaining walls, and stairways; City main sewers, including over eighty miles of brick sewers, most of which were constructed before 1879; the City's bridges, underpasses and overpasses; and the Municipal Asphalt Plant.

BUREAU OF STREET CLEANING AND URBAN FORESTRY
Superintendent, John Roumbanis

The Bureau of Building Street Cleaning and Urban Forestry is responsible for cleaning the City's street and highway system and planting and maintaining street trees and landscaped areas. At the same time, the Bureau pursues an on-going public education and enforcement campaign aimed at street cleanliness and the proper care of the street portion of the City's urban forest.

BUREAU OF WATER POLLUTION CONTROL
Manager, William Keaney

The Bureau of Water Pollution Control has the responsibility for maintaining and operating the City's sewage treatment plants and pumping stations.

EMERGENCY PLANNING
Coordinator, Suzanne Hart

The Emergency Planning Coordinator is responsible for pre-event planning of coordinated Departmental and inter-departmental responses to major disasters and for emergency response training of Departmental employees.

BUILDING REPAIR

MISSION

The Bureau of Building Repair is dedicated to the conscientious effort of providing quality, professional, and cost-effective service to City-owned buildings under the jurisdiction of the Department Public Works, as well as other municipal departments. The Bureau's success has been its growth attributed to its versatility.

HIGHLIGHTS

Despite the retirement of more than seven veteran managers and supervisors, the Bureau assumed a more efficient profile through implementation of an open-door policy for managers. Full communication of information and goals between staff members expedited project completion and improved employee morale.

Leadership potential was aggressively honed through staff development training (38% of managers and supervisors completed Civil Service training courses in Fiscal Year 1992-1993).

The Bureau's commitment to employee safety and health continued through increased training in hazardous material, confined space entry, and asbestos handling and avoidance. In the interest of economy and timeliness, one employee was also trained to act as in-house driving instructor.

The Bureau believes that excellence in performance is the only goal for a public agency and will aggressively pursue it in partnership with all of its employees.

BUREAU ACTIVITIES INCLUDE:

- Laguna Honda Hospital roof repairs.
- Modification of War Memorial restrooms for disability access.
- San Francisco Water Department Water Conservation Devices, Phase I.
- City Hall, Room 50, Reproduction Office Renovation.
- Installation of security fence at the new Main Library.
- Installation of energy generators for San Francisco Water Department Pump Stations.
- Painting of buildings at the San Francisco Water Department/Peninsula.
- Installation of Odor Control Equipment for Clean Water.
- Repairs to heating systems for San Francisco School District.
- Repairs of walls/floor at the San Francisco Water Department Crystal Springs Reservoir.
- Construct/maintain curb ramps for the Bureau of Engineering.
- Public Utilities Commission-Energy Conservation - On-going program to retrofit light fixtures of City facilities.
- Installation of stainless steel ceilings in showers, security screens, lavatories, and toilets for County Jail #3.
- Homeless shelter restoration of PolyTech Gym for Mayor's Office.
- Upgrading of the Army Street Yard radio room.
- Jail waste line improvements and installation of "muffin monster" at Hall of Justice.

- ▼ Upgrading of men's and women's restroom at 101 Grove Street to meet ADA requirements.
- ▼ Building of three new exam rooms for Health Center No. 1's AIDS Clinic and renovation of two exam rooms for heating and ventilation.
- ▼ Ashbury Tank - Main gate valves for radio control high-pressure system.
- ▼ Jones Street Tank - Renovation of living quarters.
- ▼ Department of Social Services - 1440 Harrison Street office renovations.
- ▼ Renovation of Youth Guidance Center's Cottage W-3 for the Health Department's special programs for youths.
- ▼ Renovations of public meeting rooms at City Hall.
- ▼ Water tank upgrades at Redwood Center.

FUTURE GOALS

- ▼ San Francisco Water Department Water Conservation Devices, Phase II.
- ▼ Security fencing for San Francisco Water Department/Peninsula - Sunol.
- ▼ San Francisco International Airport escalator repairs.
- ▼ Public Utilities Commission - Energy Conservation - Ongoing program to retrofit light fixtures of City facilities.
- ▼ Renovation of Water Reclamation Station's load area for Water Pollution Control Plant.
- ▼ Renovation of gates at Candlestick Park.
- ▼ Reconstruction of curb ramp.
- ▼ Restoration of calamine doors for San Francisco Fire Department's Pump Station No. 2.
- ▼ Exterior improvements of San Francisco Fire Department's Pump Station No. 2.
- ▼ Ashbury Tank - Additional motorized valves for high-pressure system.
- ▼ Exam room renovations for Health Center No. 5.
- ▼ Heating and ventilation upgrades for Health Center No. 3.
- ▼ Upgrading of 4th floor men's and women's restrooms at City Hall to meet ADA requirements.

PERFORMANCE MEASUREMENTS

	1991-1992	1992-1993
MAINTENANCE AND OPERATION OF BUILDINGS:		
Janitorial Service Units (1,000 square feet)	*320,009*	*344,668*
Percentage of Equipment Breakdown	*0.01%*	*0.01%*
I.D. Maintenance and Operation of Buildings:		
Valuation of Interdepartmental Work	*$16.3 M*	*$16.7 M*
Percentage of Re-Work on Interdepartmental Work	*0.01%*	*0.01%*

STREET AND SEWER REPAIR

MISSION

The Bureau of Street and Sewer Repair is committed to the efficient operation and maintenance of the City's street, sewer, bridge and tunnel system in order to minimize hazards to public health, safety, and property. In the event of a public emergency, the Bureau is expected to organize and maintain the public works field presence needed to normalize the situation.

HIGHLIGHTS

The major highlight in the Street Repair Program is the rehabilitation of the Municipal Asphalt Plant. This plant was originally built in 1954. In November 1987, the citizens of San Francisco passed Proposition B which provided $27 million of roadway, safety, and other infrastructure improvements. Included in the proposition was a specific proposal to rehabilitate the Asphalt Plant. The rehabilitation includes the replacement of worn out structural elements. When completed, the plant will meet the air pollution control standards of the Bay Area Air Quality Management District. Although the rehabilitation will not increase the plant capacity, it will insure the Bureau a stable and economical supply of the wide range of paving mixes required by the City crews. The plant also will allow effective asphalt pavement recycling. The permitting, testing, and start-up operations have been substantially completed this year. The Municipal Asphalt Plant began production as of June 30, 1993 with its first ten tons being placed on City streets.

PERFORMANCE MEASUREMENTS

Street Repair Program

51 lane miles of City street resurfaced.
856,000 square feet of defective pavement patched.
27,768 potholes patched.
49 lane miles of City street slurry sealed.
11 tons of asphalt produced by the Municipal Asphalt Plant.

Sewer Repair Program

862,000 linear feet of pipe sewer cleaned.
8,423 catch basins cleaned.
117 sections of main sewer repaired.
213 sections of side sewer repaired.

FUTURE GOALS

- ▼ Bring the Municipal Asphalt Plant to full production levels.
- ▼ Improve the Bureau Cost Tracking System.
- ▼ Improve work site "Safe Work Practices".
- ▼ Expand supervisory training to ease the transition from laborers into leaders.
- ▼ Computerize the Asphalt Plant material usage.
- ▼ Improve crew efficiencies to the level of outside contractors.

STREET CLEANING AND URBAN FORESTRY

MISSION

The mission of the Bureau of Street Cleaning and Urban Forestry is to efficiently and safely remove dirt and refuse from City streets, plazas, stairways and other public areas for reasons of public health, safety, and beautification, and to maintain City-owned street trees and related landscaped areas in a safe and attractive condition.

HIGHLIGHTS

This year, the Bureau of Street Cleaning and Urban Forestry made significant progress in the following areas:

Street Cleaning and Urban Forestry, with the Bureau of Architecture and Muni, planted thirty-seven Canary Island palm trees in the center islands on Market Street. This was part of the new "F" Line project and included installation of a new irrigation system and cobblestone placement. Public response to this planting project was very positive.

Ten sycamore trees were planted by the Urban Forestry Division along Sixth Street. Funds for this planting came from a donation to the Adopt-A-Tree Trust Fund by Carl Pearlstein.

Improvements were made on three City stairways:

- The Lyon Street Stairway, between Vallejo and Green Streets, was upgraded by Bureau employees and members of the neighborhood Cow Hollow Association.

- The Esmeralda Stairway, in Bernal Heights, was also improved with the help of both Bureau workers and area residents.

- Work was done on the Henry Street Stairway, where a demonstration garden is planned.

The Bureau purchased replacement equipment using funds from the half-cent sales tax. This equipment included mechanical street sweepers, pick-up trucks, a chipper and brush truck, and a packer truck. Delivery was also taken on a van donated by San Francisco Beautiful for the transportation of special crews to their work sites.

A landscape renovation project was started on Van Ness Avenue, between Geary and Bush Streets. Urban Forestry furbished the center islands by planting new trees, installing a geoflow drip irrigation system, and setting cobblestones. Cobblestones were chosen because of their low maintenance cost and the resulting characteristic "City" appearance.

The litter receptacle replacement project is on schedule. A total of 457 new litter receptacles were placed on City streets this past fiscal year. We plan to add another 400 receptacles during the current year.

The number of workfare crews was expanded from five to fifteen a day, seven days a week. This allows the Bureau to clean in areas which have never had service before, such as outlying business areas.

Urban Forestry, working with the Mission Economic Development Agency, planted twenty-three Mexican Fan palms along Mission and 24th Streets. The project also involved participants in the Sheriff's expanded Tree Corps Program.

Issuance of private tree permits was transferred to the new Bureau of Street-Use and Mapping (BSUM). Because of the Tree Advisory Board's intense interest and activity in the area of private beautification of the City, liaison with the Board was also moved to BSUM. This change should result in a closer working relationship between the Tree Advisory Board and the Department. It will also permit this Bureau's Urban Forestry Division to concentrate funds and personnel on the maintenance of City-owned trees and landscaped areas.

This year, the Broom Brigade expanded the number of participating block captains by more than eighteen percent, surpassing the intended goal. During Clean City Week (January 1-14, 1993), the Brigade coordinated and provided equipment for thirty-one neighborhood clean-ups. Additionally, this was the fifth consecutive year in which managers from Hyatt Hotels participated in the program. They focused their efforts in areas most frequently visited by tourists.

The Bureau designed, provided, and set up an impressive exhibit at the main entry of this year's San Francisco Landscape and Garden Show, a fund raiser for Golden Gate Park. The exhibit featured palm trees framed with cobblestones in illustration for the show's theme of California gardens.

The Urban Forestry Division, in conjunction with the Sheriff's Department and with funds from the half-cent sales tax, continued a major reforestation effort of our City's street trees. Participants in this project planted 1,100 trees in tree basins which were empty for various reasons, ranging from natural tree decline to vandalism.

The Controlled Parking Mechanical Sweeping Program expanded to seven days a week, both sides of the street, in several important downtown areas. The expansion covers the entire length of Mission Street, from Daly City to the Bay, Market Street, from Castro to the Embarcadero, Third Street, from LaConte to Market, and portions of Van Ness Avenue and Sixth Street.

Installation of a new 800 megahertz trunk radio system for the Department was done under the auspices of Street Cleaning and Urban Forestry. The system, to be staffed and administered by Bureau of Street Cleaning and Urban Forestry, enables each Department of Public Works' Bureau to have an independent channel. This has eliminated overcrowding on the air.

FUTURE GOALS

The Bureau intends to change its name to the Bureau of Street Environmental Services. The name change will better reflect the functions of the organization.

In response to budget reductions, the Bureau plans to initiate an operational restructuring and consolidation of the work force. This change should allow for more efficient and effective use of Bureau personnel.

As an offshoot of the Bureau's organizational change, the Bureau will start using composite work crews. A composite crew will be made up of Bureau personnel with different classifications and from workfare and SWAP participants. The purpose of the change is to move toward a more diverse and efficient work force.

The Bureau plans to develop and implement a Graffiti Abatement Program to address the ongoing problem of defacing public and private property.

PERFORMANCE MEASUREMENTS

Litter enforcement and educational public contacts	*16,855*
Total tons of debris removed	*19,729*
Total curb miles of streets cleaned	*107,455*
Total curb miles of mechanical sweeping - controlled parking	*99,553*
Total curb miles of mechanical sweeping - uncontrolled routes	*4,122*
Total curb miles of manually cleaned streets	*3,780*
Tons of illegally dumped debris removed.	*7,128*
Total public street trees maintained	*2,485*
Total public street trees inspected	*6,287*
Total acres of landscaped areas maintained	*1,744*
Total large trees pruned in landscaped areas	*174*



Testing for gas prior to opening manhole.

WATER POLLUTION CONTROL

MISSION

The Mission of the Bureau of Water Pollution Control is to provide for the collection and treatment of the City's sewage, to properly dispose of the by-products of treatment, and to monitor the disposal system to ensure the maintenance of a safe environment in our Bay and ocean waters. Further, the Bureau is committed to providing these services in a manner that promotes public health, safety and welfare, both for the employees providing the service and for the people who are the beneficiaries of the service.

OPERATIONS DIVISION

Major challenges Operations faced with success this year were improving solids handling, upgrading operator skills, and cutting costs.

SOUTHEAST PLANT

Major attention has been shifted to expanding the Southeast Plant. Operations, in concert with Environmental Engineering, is actively involved in the review and changes in the design of the Rankin Street Pump Station headworks building 012 and new disinfection facilities and conveyances.

Improvements in the operation and maintenance of the solids handling and chemical treatment facilities have resulted in $500,000 worth of cost savings. Savings were achieved through operators' efforts and skills and maintenance modifications. That the above savings were achieved despite the necessity of transferring over a dozen top operators to the new Oceanside Plant is especially noteworthy. An additional $400,000 was saved in chemical costs as a result of negotiation with the Regional Board that covered a one time trial with less stringent disinfection requirements. This negotiation effort was achieved by the Laboratory and Environmental Engineering Division.

The lowest number of injuries and illnesses in the last ten years was recorded by the Operations Division this past year.

The Quality and Reliability Enhancement Program was recognized by the Director for its outstanding Operations Training Program.

RICHMOND SUNSET AND PUMP STATIONS

Operations successfully met its primary mission of protecting the beaches and the receiving waters by preventing dry weather overflows as a result of pump station failure and by achieving a discharge compliance record of better than 99.7% at the Richmond Sunset Treatment Plant.

A new challenge, identified in the Bayside Operations Plan, has required that all equipment at the City's wet weather facilities be functioning at maximum capacity during storms. Procedural changes, as well as an upgrading of our emergency response to equipment failures, has allowed the Bureau to meet the new requirement with a near perfect record.

Shifting experienced Operations' staff to the new Oceanside Treatment Plant is ensuring a good start-up, however, it has placed a considerable burden on the existing operations. The need was filled by offering people short term supervisory positions on an "As-acting" basis and by hiring temporary entry level operators. The significant task of training the new people was accomplished by using a direct "hands-on" approach.

OCEANSIDE PLANT

Oceanside Plant construction has reached 98% completion with a projected start-up date for September or October, 1993. All process equipment is installed and undergoing testing. The Bureau had thirty employees assigned to Oceanside this year for plant familiarization and extensive manufacturer training.

LABORATORY SERVICES DIVISION

The Laboratory Services Division of the Bureau of Water Pollution Control has, over the last few years, expanded its analytical capability and now provides environmental services to such diverse clients as the Port of San Francisco, Bureau of Engineering, Bureau of Environmental Regulation and Management, San Francisco Airport, Recreation and Park Department, Department of Public Health, and the Mayor's Office. Regulatory agencies requiring data on the presence of toxics in various environmental matrices (wastewater, marine sediment, soil and tissues from marine organisms) have been the driving force responsible for this new focus. The Laboratory is certified to analyze drinking water, waste water, hazardous inorganic waste and conduct toxicity tests using delicate marine organisms. Currently, the lab has submitted an application to be certified for lead analyses in paint and oil matrices by the American Industrial Hygiene Association. Taking on this new work and the corresponding increase in the level of analytical sophistication necessary to provide these services has been very challenging to the lab over the last year.

Over the next few months, the Marine Monitoring Section of the Richmond Sunset Plant's Process Control Section will move to the new Oceanside Laboratory. This new facility will provide a larger and safer environment for conducting analytical testing. This laboratory is planning to work hand-in-hand with the Operations Division to provide rapid, accurate analyses to help with the new plant start-up.

The Southeast Laboratory will also continue to provide routine analytical services for the Wastewater Treatment Plant's Operations Division at the Southeast Plant by providing data on the plant's effectiveness and compliance with regulatory standards. Summary reports are submitted to the Environmental Protection Agency and the State Water Boards for their review and to determine compliance with applicable State and Federal regulations.

MAINTENANCE DIVISION

The mission of the Maintenance Division is to provide service, repairs and improvements to Bureau equipment and facilities so that permit standards can be met efficiently and economically. The Maintenance Division processed 9,800 work orders in the past year. Some of the major accomplishments for the Maintenance Division were:

- Assignment of Maintenance staff to the Oceanside Plant was completed.
- Electrical crew performed preventive maintenance with a contractor on the high voltage primary station at the Southeast Plant.
- Instrumentation and Control worked with CH2M Hill in the development of the Distribution Control System (DCS) for the Bayside Facilities.
- Completed the remodeling of the Laboratory at the Southeast Plant to facilitate sampling receiving.
- Upon completion of the Mariposa and 20th Street Pump Station upgrade, developed and initiated a Preventive Maintenance Program.
- Upgraded the alarm systems at 20th Street, Mariposa, and Westside Pump Stations.
- Developed and initiated an inactive stock review in the warehouse to review and reclassify inactive materials.
- Replaced chlorine mixers with fiberglass shafts, rebuilt three lift pumps and rechained the fine bar screen in the headworks, and are currently 100% completed refitting primary sedimentation tanks with plastic chain.
- Assisted Environmental Engineering with the pilot projects, including the installation of the RO (Reverse Osmosis Water Reclamation) Project with micro filters and the UV (Ultra Violet Disinfection) Project at the Southeast Plant.
- Began working on creation of a Tool Room for the Bureau to allow employees better access to specialized tools and equipment available in limited quantities.
- Upgraded and repaired all Flyght Pumps and speed drives at the Westside Pump Station.
- Contractor repaired two hypochlorite tanks at the Southeast Plant.
- Replaced pumps at the Tennessee Pump Station.
- Contractor repaired influent conduit and inspected chlorine contact channels and effluent conduit at the Southeast Plant.
- Contractor inspected and performed minor repair on the 66" line at North Shore Pump Station.

ADMINISTRATIVE DIVISION

The mission of the Administrative Division is to develop, maintain, and provide overall administrative support to the other Divisions within the Bureau in order to ensure the timely processing of all work submitted. This group is responsible for all clerical, accounting control, personnel, and budget for the entire Bureau.

PERFORMANCE MEASUREMENTS

	1990-1991	1991-1992	1992-1993
Millions of Gallons Treated	*31,475*	*24,343*	*23,725*
Percent Compliance, Settleable Solids	*100%*	*100%*	*100%*
Percent Compliance, Chlorine Residual	*100%*	*100%*	*99.9%*
Percent Compliance, Biochemical Oxygen Demand	*100%*	*100%*	*100%*
Percent Compliance, Suspended Solids	*100%*	*100%*	*100%*
Routine Lab Tests	*45,463*	*44,923*	*26,802**

**Chemistry Section only*



Ray Gigliati and Kay Low reviewing construction plans prior to issuing permits.



Carolyn Jones inspects hazardous materials area at the Southeast Water Pollution Control Plant.

PUBLIC SERVICES BUREAUS

Deputy Director, Vitaly B. Troyan

BUREAU OF BUILDING INSPECTION
SUPERINTENDENT, LAWRENCE L. LITCHFIELD

The Bureau of Building Inspection is responsible for reviewing plans and inspecting construction work throughout the City, involving structural, mechanical, electrical, and plumbing work, in addition to housing and energy activities, to ensure compliance with applicable codes.

BUREAU OF ENVIRONMENTAL REGULATION AND MANAGEMENT
CHIEF, STEVEN MEDBERY

The Bureau of Environmental Regulation and Management is responsible for regulating industrial waste discharges to the sewerage system, implementing the City's Sewer User Charge Program, and assisting the Department in complying with environmental health and safety requirements.

BUREAU OF STREET-USE AND MAPPING
CHIEF, DENISE M. BRADY

The Bureau of Street-Use and Mapping is responsible for maintaining the official City map, processing land subdivisions and condominium conversions, protecting and enhancing the public right-of-way by regulating its use through the issuance of permits and the enforcement of local, State and Federal mandates, and by expanding the City's urban forest and promoting the undergrounding of overhead utilities.

BUREAU OF BUILDING INSPECTION

MISSION

The mission of the Bureau of Building Inspection is to implement and reinforce local, State and Federal regulations and controls relative to the design, construction, quality, use, occupancy, and location of buildings and structures within the City and County of San Francisco; to safeguard life and limb, health and property, and to maintain these buildings and structures to promote public safety and welfare.

HIGHLIGHTS

BUREAU

The Bureau is in its second year of carrying out business operations reforms. These reforms are in the areas of customer relations, communications, computerization and financial management. The major highlight for the Bureau this fiscal year was the acquisition of 1660 Mission Street. 1660 Mission Street provides enough office space for the entire Bureau, the Department of City Planning, and will house the centralized Permit Processing Center.

CUSTOMER RELATIONS

The Construction Services Center (CSC) went into operation at 450 McAllister Street on June 1, 1992. The CSC combines the Bureau's building permit application intake, review and approval process with that of the Department of City Planning, Fire Department, Bureau of Engineering, and the Department of Public Health. Combining the personnel from the various departments in the same location has reduced the confusion and conflicting statements. It has also helped clarify and simplify the processing of a permit. In December 1992, the Bureau hired a Construction Services Manager to manage and coordinate the daily permit applications and issuance activities. The CSC Manager will address issues that arise; make reassignment of priorities and personnel; and make fast policy decisions.

The Bureau expanded the Public Services Division (PSD). The PSD area is the first stop for the public when entering the CSC. PSD explains to the applicant what needs to be on the permit application. PSD also conducts a preliminary plan check to determine whether or not an application and the plans are acceptable for review and approval. The intention is that the public leaves the PSD area with information completely defining the permit process and what to expect about requirements, time frames and expenses.

COMMUNICATIONS

When responding to the needs of its customers, the Bureau is changing its role from that of an adversary to that of a consultant. The Bureau improved its public outreach program and presented several seminars for the AIA about its procedures. The Bureau also conducted a seminar for the Examiner Home Fair at the Fashion Center on the permit process and provided support services to various groups code development subcommittees (e.g., Recyclable Materials Committee, Unreinforced Masonry Building Appeals Board Committee, and Opening Protection Committee). The Bureau also established a Building Code Advisory Committee and revised the Homeowner's informational brochure.

The Bureau conducted a series of workshops with its personnel to discuss the vision of the Bureau. The vision of the Bureau includes the "Work Flow" analysis, improvements to the way the Bureau does business, and the move to 1660 Mission Street. The workshops informed Building Inspection personnel about what will occur and sought their aid in shaping the future work environment of the Bureau.

COMPUTERIZATION

During Fiscal Year 1992-1993, the Bureau continued to expand its computer communication network. The Local Area Network now supports 90 computers in the Bureau's three locations.

The Bureau signed a contract with Sierra Cybernetics for the "Work Flow" analysis. The purpose of the "Work Flow" analysis is to develop an image based Permit Tracking System. At the end of this development, the Bureau will see work folders flowing electronically in parallel to all appointed reviewers. The work folders will contain permit applications, plans and all associated documentation.

FINANCIAL MANAGEMENT

Since July 1, 1988, the Bureau has been a "Special Fund" entity and not part of the general fund. In Fiscal Year 1992-1993, the building permit fees accounted for 60% of the total revenue, with the issuance of 21,009 permits; the electrical and plumbing permits for 22%, with the issuance of 24,953 permits; and license fees for hotels and apartments for 18%.

PROPERTY CONSERVATION

The Housing Inspection Division finalized a new Inspection Warrant Procedure, developed a Complaint Tracking System, and implemented the General Assistance Homeless Hotel Program.

The Code Enforcement Division transferred from the Construction Inspection Program to the Property Conservation Program.

PROPERTY CONSERVATION WORKLOAD STATISTICS:

	1990-1991	1991-1992	1992-1993
Complete Inspections	*540*	*469*	*524*
Annual Inspections	*8,170*	*8,044*	*7,965*
Complaint Inspections	*6,403*	*6,080*	*6,445*
Miscellaneous Inspections	*1,933*	*1,296*	*933*
Total Inspections	*17,046*	*15,889*	*15,867*
Parapet Safety Compliance:			
Cases brought into compliance	*127*	*780*	*272*
Inspections made	*300*	*378*	*621*
CODE ENFORCEMENT:			
Cases Received	*510*	*574*	*670*
Cases Abated	*459*	*466*	*409*
Applications Processed	*2,233*	*1,900*	*2,300*
Revenue	*$2.2 M*	*$2.9 M*	*$3.2 M*

PERMIT PROCESSING AND ISSUANCE

The total value of the 21,009 building permits issued in Fiscal Year 1992-1993 was $722,595,495. The construction valuation sources for Fiscal Year 1992-1993 were 45.5% new construction permits and 54.5% alteration permits.

PERMIT PROCESSING AND ISSUANCE WORKLOAD STATISTICS

	1990-1991	1991-1992	1992-1993
Counter Services:			
Plans Approved	*7,385*	*7,093*	*6,541*
Commercial Tenant Improvement	*1,334*	*1,348*	*1,018*
Re-roofing Permits	*5,073*	*5,222*	*5,019*
Over The Counter Permits	*6,948*	*6,501*	*8,595*
Total Permits Approved	*20,740*	*20,164*	*21,173*
Plans Approval:			
Plans Approved	*2,534*	*2,360*	*1,844*
Total Value of Plans Approved	*$657 M*	*$852 M*	*$583 M*
Central Permit:			
Transactions Started	*90,570*	*50,997*	*76,046*
Total Permits Issued	*23,270*	*22,123*	*21,009*
Total Value of Permits Issued	*$828 M*	*$843 M*	*$722 M*

CONSTRUCTION INSPECTION

Centralized inspection scheduling for all the Building Inspectors started on October 5, 1992. In response to requests from the Bureau's clients, the program ceased on November 25, 1992. Inspections are scheduled directly with the District Inspector between the hours of 8:00-9:00 a.m. and 4:00-5:00 p.m. The Building Inspection clerical staff now provides customer scheduling access from 8:00 a.m. to 5:00 p.m.

CONSTRUCTION INSPECTION WORKLOAD STATISTICS:

	1990-1991	1991-1992	1992-1993
Building Inspection:			
Inspections Made	*56,018*	*47,415*	*45,630*
Jobs Completed	*22,800*	*20,270*	*19,393*

MECHANICAL SYSTEMS PROGRAM

The Board of Supervisors approved and passed the boiler inspection and related fee ordinances which are effective July 1, 1993. This Ordinance requires a permit to install, a permit to operate, and annual renewal of the permit to operate low-pressure boilers.

MECHANICAL SYSTEM WORKLOAD STATISTICS:

	1990-1991	1991-1992	1992-1993
Electrical Inspection:			
Inspections Made	*33,126*	*32,504*	*33,243*
Jobs Completed	*12,613*	*13,789*	*13,421*
Permits Issued	*14,157*	*13,699*	*12,677*
Plumbing Inspection:			
Inspections Made	*26,701*	*25,571*	*22,741*
Jobs Completed	*10,089*	*6,817*	*9,907*
Permits Issued	*13,514*	*11,981*	*12,276*

FUTURE

The future for the Bureau is both promising and challenging. The major challenge for Fiscal Year 1993-1994 is to move the entire Bureau staff into 1660 Mission Street. The targeted date for the move is April 1, 1994. The Bureau has already laid the groundwork to accomplish this task.

The Bureau plans to have no permit fee increases for operating costs for Fiscal Year 1993-1994. However, effective July 1, 1993, there is a 3% surcharge to recover the cost of acquiring 1660 Mission Street. This surcharge will cease on July 1, 2005.

The Bureau is going to continue to pursue its goals of providing more service oriented methods of doing business; increasing the level of credibility with the public; increasing the level of inspector efficiency and general work force productivity; gaining tighter control of code compliance issues; and providing a more cost effective method of delivering services.

IN SUPPORT OF THESE GOALS, THE BUREAU WILL:

- ▼ Create a positive work environment.
- ▼ Help the employees to become pro-active rather than reactive.
- ▼ Provide the employees with the tools they need to do their jobs effectively.
- ▼ Provide the employees with training in the areas of customer satisfaction and computer operations, and
- ▼ Develop a work atmosphere which fosters trust and inclusion.

ENVIRONMENTAL REGULATION AND MANAGEMENT

MISSION

The mission of the Bureau of Environmental Regulation and Management is to protect our employees and the environment by enforcing environmental regulations, assisting the Department in complying with environmental health and safety requirements, and ensuring that costs are equitably proportioned.

HIGHLIGHTS - INDUSTRIAL WASTE

PRETREATMENT

The Pretreatment Section protects human health and the environment by preventing the discharge of pollutants into the sewerage system that would cause operational problems with the system, contribute to violations of the regulatory requirements imposed on the City or otherwise harm human health and the environment.

Completed the permitting of all significant industrial users under the new revised permit.

The Cyanide study, to reduce the amount of pollutants entering the City's sewerage system and eventually San Francisco Bay and the Pacific Ocean, has been submitted to the Regional Water Quality Control Board, as required by the NPDES Permit.

COMPLETED THE FIELD MONITORING QUALITY ASSURANCE/QUALITY CONTROL MANUAL.

Submitted an Enforcement Response Plan to the Regional Water Quality Control Board for approval in compliance with the requirements of the Clean Water Act.

Conducted a public outreach project focused on educating City residents on the proper disposal of used motor oil. Explained the environmental dangers of disposal into the City's sewerage system and solid waste stream.

USER CHARGE

The User Charge Section ensures that users of the City's sewerage system are equitably charged in accordance with their use of the system, implements an appeals program, and maintains customer relations for over 150,000 accounts.

PROGRAM MEASUREMENTS

	1991-1992	1992-1993
Enforcement Inspections	*1,293*	*1,277*
Pretreatment Monitoring Stops	*4,579*	*5,616*
Collection System Monitoring Stops	*2,841*	*3,067*
User Charge Monitoring Stops	*3,388*	*3,643*
Residential Appeals and Inquiries	*10,456*	*10,660*
Review and Reappraisal User Charge Accounts	*4,903*	*4,734*

FUTURE

Plans for 1993-1994 include completing the permitting of all industrial users, relocating the field monitoring operations to the North Point Water Pollution Control Plant, and sponsoring the West Coast Wastewater Source Reduction Symposium.



The new five story Sheriff's facility, located next to the Hall of Justice, will contain a centralized Intake/Release Center, Med/Psych Facility, and Work Furlough Center.

BUREAU OF STREET-USE AND MAPPING

MISSION

The mission of the Bureau of Street-Use and Mapping is to maintain the Official City Map and to protect and enhance the public right-of-way by regulating its use through the issuance of permits and the enforcement of local, State, and Federal codes, and by expanding the City's urban forest and promoting the undergrounding of overhead utilities.

HIGHLIGHTS

SUBDIVISION AND MAPPING

In maintaining the City's official map, the Bureau is responsible for processing requests for land subdivision, new condominiums and condo conversions, dedication and vacation of public right-of-ways, sidewalk dimension changes, street name changes, and the verification of survey benchmarks and monument points as mandated in State and Local codes.

A first draft amendment to the San Francisco Subdivision Code was completed in order to make it consistent in form to the State Subdivision Map Act and, therefore, more user friendly.

The tentative subdivision map for "Portola Place" was approved. This project sits on the old Lucky Lager Brewery site where 250+ homes will be built.

The Master Tentative Map for the "Mission Bay" subdivision was approved. This project is a 313 acre mixed use development along the waterfront south of Islais Creek. Development is expected to occur through numerous phases over the next 20 years. Negotiation has begun with Catellus Corporation regarding the Phase I Tentative Map submittal and related public improvements.

UTILITY UNDERGROUNDING/ASSESSMENT DISTRICT PROGRAM

The Bureau responds to neighborhood requests to have overhead utility wires relocated by forming underground districts. In order to defray the City's share of the costs of undergrounding electricity for street lights, the Bureau also administers the formation of an assessment district whereby the fronting property owners share this cost.

In the past year, the Bureau formed the first assessment district in Sutro Heights and has begun the formation of three other assessment districts in the Dolores Heights, Alpine Terrace, and Gough Street areas. Upper Ashbury District construction was completed (Bond funded) and Presidio Heights' Phase I design has begun (Bond funded).

STREET TREE PROGRAM

The Bureau is committed to enhancing the public right-of-way by increasing the number of trees planted by City forces, Sheriff's Tree Corps, fronting property owners and non-profit groups. During Fiscal Year 1992-1993, the Bureau secured and

will administer State and Federal grants along with funding from the Transportation Authority which will enable us to plant approximately 3,600 trees.

COMPUTERIZATION

The Bureau developed an aggressive three year computerization plan to better serve its growing business needs. The plan includes Local Area Network (LAN), pen-based handheld computers, scanner and image storage, and Computer Aided Drafting.

In addition, the Bureau is participating in the development of a Geographic Information System.

STREET-USE PERMITS

The Bureau, through the issuance of permits, implements and enforces local, State, and Federal regulations and controls relative to design, construction quality, use and occupancy of the public right-of-way.

This year, several pieces of legislation were introduced and/or passed, some policy requirements were changed, and new programs were implemented. In September 1992, legislation was passed to regulate the installation and maintenance of public pay phones on sidewalks. In June 1993, legislation was passed that streamlined the processing time for permits to place tables and chairs on City sidewalks from three months to three weeks. A Street Space Permit optional bond procedure was implemented for continuous building maintenance operations, such as roofing, exterior painting, etc., thereby eliminating the need for deposits and alleviating financial hardships on small business contractors. Public toilets at twenty-seven sidewalk locations will be provided and installed by J. C. Decaux, USA, the first one to be installed by the end of 1993. A draft amendment to the Newsrack Ordinance has been completed and new guidelines for newsrack placement have been developed. This ambitious undertaking has been the result of working with newspaper organizations, the business community and beautification groups to address aesthetic and oversaturation issues, while protecting free speech First Amendment rights.

INSPECTION SERVICES

The Bureau regulates use and construction in the public right-of-way through the enforcement of codes, regulations, and permit conditions, in order to protect the structural integrity of City streets and to minimize the impact of construction on the residents, visitors, and businesses of San Francisco.

The Bureau oversaw utility main replacement programs valued at approximately $35 million. The sidewalk abatement backlog was reduced by 38% (from 2,096 to 1,428 properties). We inspected the construction of public improvements at the Crystal Villa Subdivision project and we are currently inspecting the early stages of the Portola Place Subdivision.

PROGRAM MEASUREMENTS

DESCRIPTION FISCAL YEAR **1992-1993**

Map Actions and Street Legislation Requests	*323*
Total Parcels Processed	*1,340*
Monuments and Benchmarks Verified	*205*
Utility Undergrounding Districts Constructed	*8 Blocks*
Utility Undergrounding Districts Designed	*6 Blocks*
Utility Undergrounding Districts Formed	*38 Blocks*
Street Tree Permits Issued	*1,242*
Street Trees Planted	*1,958*
Street-Use Permits Processed	*1,966*
Miles of Spur Tracks Removed	*2*
Number of Complaints and Service Requests for Sidewalk/Roadway Inspection	*2,616*
Number of Sidewalk Sites Inspected	*5,431*
Number of Sidewalk Sites Repaired by City	*172*
Utility Street Excavation Permitted (Square Ft.)	*610,237*
Utility Street Excavation Inspected (Square Ft.)	*300,295*

GOALS FOR NEXT FISCAL YEAR

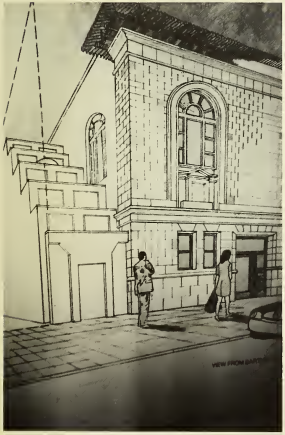
The increase in number of functions we performed and the growing demand for our services compels us to become more efficient. Central to this is the computerization of the Bureau and the cross training of staff. In Fiscal Year 1993-1994, we plan to implement an electronic data collection system and computer generated notices issued by inspectors in the field and establish a staff rotation program.

In addition, the Bureau plans to do the following:

- Implement automation plan by installing a Local Area Network (LAN), scanning permits and maps, and Computer Aided Drafting.
- Establish a monument preservation fund to defray the cost of developing and maintaining a more manageable survey control network, as mandated in the State Subdivision Map Act.
- Refine the Utility Undergrounding District Assessment procedures and accelerate the Undergrounding Program.
- Utilize the Sheriff's Tree Corps Program efficiently and ISTEA Tree Planing Grants, and amend the Tree Ordinance to improve the City's Urban Forest.



United Airlines Garage, at San Francisco International Airport- a state-of-the-art, 3,000 car, parking structure with helical ramps, glass-enclosed elevators, open stairways, and high security/low maintenance systems, was completed in August 1992.



Mission Branch Library seismic upgrade, access upgrade, and general remodeling.

7

Retirement Honor Roll



Palace of Fine Arts seismic upgrade–earthquake repairs of dome and seismic reinforcement of theater and exploratorium building.

RETIREMENTS

1992–1993

	RETIREMENT DATE	DPW	CITY
BUREAU OF BUILDING INSPECTION			
Michael Inan (6333)	09/02/92	23 years 6 months	23 years 6 months
BUREAU OF BUILDING REPAIR			
Alfonso Calderon (2708)	11/03/92	10 years 11 months	10 years 11 months
BUREAU OF ENGINEERING			
Kazuo Hirai (5362)	04/23/93	38 years 8 months	38 years 8 months
BUREAU OF STREET CLEANING AND URBAN FORESTRY			
Jesse Scott (7215)	02/09/93	27 years 6 months	27 years 6 months
John Lopez (7514)	02/09/93	12 years 9 months	12 years 9 months
BUREAU OF STREET-USE AND MAPPING			
Tommy King (6231)	10/07/92	11 years 1 month	11 years 1 month

8
Recognition Awards



Sylvia Thia assisting a customer in Bureau of Building Inspection's Plans Approval Division.

DEPARTMENT OF PUBLIC WORKS AWARD WINNERS

Third Quarter Award Winners–1992

Financial Management and Administration: Mauricio Trigueros
Cordelia Hom

Street Use and Mapping: Ephrem Naizghi

Construction Management: Edward Sherrod

Street Cleaning and Urban Forestry: Anthony Sciortino
Elmer Williams

Building Repair: Joseph Stelmak
Martin Camacho
Jimmie Inghram
Team: Carliss Anderson, Martin Camacho, Victor Criss, Jimmie Inghram, Charles Jones, Kent Kwan, Ricardo Paez, Judith Reyes, Chris Salcedo, Gema Sanchez, Stanley Soo, Joseph Stelmak, Li Juan Zeng

Annual Award Winners–1992

Street Cleaning and Urban Forestry Rheuben Johnson

Building Inspection: Yuracine McKnight
Team: Ron Allen, Clarence Blanchard, Franklin Fong, Daniel Fross, David Green, Michael Hennessy, Henry Hinds, Jr., Donald Kristofferson, Molly Martin, Gerald McDermott, Walter Melville, George Schiessl, Vernon Takasuka, Steven Young, Lisa Yu, James Vanya

Architecture: Michael Pierron
Ernesto Ramilo

Construction Management: Edward Sherrod

Building Repair Joseph Stelmak
Team: Carliss Anderson, Martin Camacho, Victor Criss, Jimmie Inghram, Charles Jones, Kent Kwan, Ricardo Paez, Judith Reyes, Chris Salcedo, Gema Sanchez, Stanley Soo, Joseph Stelmak, Li Juan Zeng

FIRST QUARTER AWARD WINNERS - 1993

First Quarter Award selections were not made as the Awards Program was undergoing modification.

SECOND QUARTER AWARD WINNERS - 1993

Construction Management:	Wing Owyoung Roger Kuhn, Jr. Lawrence Wong
Financial Management and Administration:	Robert Hesse
Street Cleaning and Urban Forestry:	Richard White
Environmental Regulation & Management:	Johnny Cuesta Joselito Pujol

SAFE BUREAU OF THE YEAR AWARD WINNERS

Non-Operations Bureau - Bureau of Construction Management

For reducing their recordable injury/illness rate from 12.1% in 1991 to 3.3% in 1992 and substantially reducing their lost workday rate. The Bureau distinguished themselves by the quality of their Injury and Illness Prevention Program, particularly their incentive and discipline programs, and their Hazardous Materials Management at the Materials Test Lab.

Operations Bureau - Bureau of Water Pollution Control

For achieving a 33% reduction in their recordable injury/illness rate from 23.1% in 1991 to 15.5% in 1992, as well as reducing their lost workday rate. The Bureau of Water Pollution Control distinguished itself by winning the California Water Pollution Control Association, Bay Section, Safety Award for large treatment plants.

Honorable Mention - Bureau of Environmental Regulation and Management

For the excellent quality of their Injury and Illness Prevention Program, particularly workplace inspections and tailgates, record keeping, and effective defensive driver training program.

SAFETY AWARD WINNERS

For excellent safety record and for consistently wearing personal protective equipment.

Bureau of Street and Sewer Repair Employees:	Niles McDonald Frank Rivera Cliff Wong Eduardo Pacheco Paul Martini Cesar Luna Domingo Beltran

For consistently wearing personal protective equipment and maintaining safe and accessible site conditions at their job sites.

Bureau of Construction Management Employees: Joseph Timonere
Edward Sherrod

AWARDS ISSUED BY OUTSIDE AGENCIES

Jerome Woods - American Public Works Association Award of Merit. This award is given for dedicated service by public works' operational personnel who perform their responsibilities in an exceptionally efficient and courteous manner.

Kezar Stadium Redesign - Honor Award from the American Society of Landscape Architects.

Award of Excellence for the report "Trees of San Francisco," a master plan for the City's urban forest, from the American Society of Landscape Architects.

Upper Fillmore District Parking Lot Project - Distinguished Project Award from the American Public Works Association, Northern California Chapter.

Mariposa Combined Sewer Overflow Facilities - Distinguished Project Award from the American Public Works Association, Northern California Chapter, for being completed on time and within budget.

NOMINATIONS

The Bureau of Environmental Regulation and Management received the Regional Water Quality Control Board nomination for the Environmental Protection Agency 1993 National Pretreatment Program Excellence Award.

9 Department Statistics



San Francisco Fire Department Station #39 will be renovated for seismic strengthening and disabled access.

Operating Budgets

(Exclusive of Capital Improvements & Work Orders) (In Thousands)

FUNCTIONS	1990–1991 Budget	1991–1992 Budget	1992–1993 Budget	1993–1994 Proposed Budget
Architecture	$ 161	$ 62	$ 0	$ 0
Building Inspection	19,218	17,965	19,089	17,960
Engineering	2,728	4,012	2,138	2,078
Building Repair	6,550	6,595	6,902	6,341
Street Environmental Services	13,545	13,737	14,595	14,177
Street and Sewer Repair	13,569	14,245	14,165	14,141
Water Pollution Control	47,565	45,100	49,315	54,754
Environmental Regulation & Management	0	4,725	5,202	5,895
Street-Use and Mapping	0	0	2,269	1,728
Clean Water Program	2,798	0	0	0
TOTALS	$106,134	$106,441	$113,675	$117,074
FUNDING SOURCES				
General Fund	$ 9,439	$ 8,979	$ 9,299	$ 8,139
Gas Tax	19,839	20,159	20,560	19,708
Sewer Service Charge	57,638	59,338	64,727	71,267
Building Inspection Service	19,218	17,965	19,089	17,960
TOTALS	$106,134	$106,441	$113,675	$117,074

Current Contract Data Survey

Contracts Awarded During Fiscal Year **1992–1993**

Bureau and Type of Work Performed	Total Contracts	Amount Awarded	Payments
BUREAU OF BUILDING REPAIR			
Building and Related Facilities	*24*	*$185,855*	*$146,849*
	24	*$185,855*	*$146,849*
BUREAU OF ARCHITECTURE			
Building and Related Facilities	*5*	*$988,921*	*$469,859*
Building Renovation	*2*	*$842,140*	*$0*
Fire Department	*2*	*$3,700,000*	*$502,504*
Hall of Justice	*1*	*$93,888*	*$44,611*
Library	*1*	*$86,619,800*	*$1,564,311*
Public Health	*4*	*$2,437,311*	*$742,570*
Police Station	*2*	*$6,766,122*	*$0*
Recreation and Park	*3*	*$6,062,051*	*$4,338,686*
Professional Services	*35*	*$3,223,671*	*$1,482,167*
	55	*$110,733,904*	*$9,144,708*
BUREAU OF ENGINEERING			
AWSS	*6*	*$8,680,940*	*$2,783,951*
Pump Station	*2*	*$489,800*	*$140,300*
Recreation and Park	*4*	*$1,792,190*	*$183,212*
Seawall	*1*	*$135,710*	*$128,925*
Sewer	*20*	*$42,598,801*	*$17,106,060*
Sidewalk Replacement	*1*	*$99,630*	*$86,280*
Street Renovation	*6*	*$29,218,984*	*$760,577*
Traffic Signals	*3*	*$821,742*	*$172,697*
Treatment Plant	*1*	*$45,400*	*$0*
Waterfront	*3*	*$36,588,070*	*$11,934,278*
Professional Services	*20*	*$5,013,084*	*$1,189,012*
	67	*$125,484,351*	*$34,485,292*
BUREAU OF STREET USE AND MAPPING			
Sidewalk Replacement	*2*	*$132,309*	*$78,205*
Professional Services	*4*	*$253,621*	*$83,868*
	6	*$385,930*	*$162,073*
BUREAU OF STREET AND SEWER REPAIR			
Sewer	*4*	*$440,000*	*$157,159*
Professional Services	*2*	*$68,000*	*$27,745*
	6	*$508,000*	*$184,904*
BUREAU OF BUILDING INSPECTION	*7*	*$289,992*	*$100,290*
BUREAU OF BUILDING REPAIR	*3*	*$22,705*	*$3,705*
BUREAU OF CONSTRUCTION MANAGEMENT	*4*	*$10,500*	*$478*
BUREAU OF WATER POLLUTION CONTROL	*20*	*$833,618*	*$154,512*
FINANCIAL MANAGEMENT AND ADMINISTRATION	*2*	*$260,000*	*$7,250*
MASTER AGREEMENTS	*40*	*$12,854,500*	*$0*
Total	*234*	*$251,569,355*	*$44,390,061*

Department of Public Works

PROGRAMS EXPENDITURES
FISCAL YEAR **1992–1993**

	1991–1992	1992–1993
ARCHITECTURE		
Architectural Consultation Services:		
Salaries, Fringes and Overhead	*$57,890*	*$0*
Program Total	*$57,890*	*$0*
Architectural Capital Projects:		
Facilities Maintenance and Capital Improvement Projects	*$43,116,492*	*$71,069,920*
Program Total	*$43,116,492*	*$71,069,920*
BUILDING INSPECTION		
Building Inspection Services:		
Salaries, Fringes and Overhead	*$14,009,633*	*$14,654,576*
Contractual Services	*640,289*	*661,691*
Current Expenses	*17,707*	*70,681*
Capital Outlay	*212,764*	*356,629*
Services of Other Departments	*576,802*	*538,367*
Program Total	*$15,457,195*	*$16,281,944*
ENGINEERING		
Engineering Capital Program:		
Facilities Maintenance and Capital Improvement Projects	*$38,492,057*	*$47,189,336*
Program Total	*$38,492,057*	*$47,189,336*
BUILDING REPAIR		
M&O of Buildings:		
Salaries, Fringes and Overhead	*$5,001,342*	*$5,305,082*
Contractual Services	*773,393*	*753,726*
Current Expenses	*163,397*	*180,071*
Capital Outlay	*1,948*	*1,891*
Services of Other Departments	*554,156*	*448,795*
Program Total	*$6,494,236*	*$6,689,565*
I.D. M&O of Buildings:		
Salaries, Fringes and Overhead	*$11,078,693*	*$11,298,374*
Current Expense	*1,776,770*	*1,198,550*
Contractual Services	*323,346*	*350,061*
Capital Outlay	*52,077*	*35,634*
Services of Other Departments	*37,162*	*7,116*
Program Total	*$13,268,048*	*$12,889,735*

FACILITIES MAINTENANCE:

Salaries, Fringes and Overhead	*$1,641,296*	*$1,109,931*
Current Expenses	*286,971*	*188,123*
Contractual Services	*51,057*	*18,305*
Capital Outlay	*2,516*	*0*
Services of Other Departments	*242,098*	*88,305*
Program Total	*$2,223,938*	*$1,404,664*

STREET CLEANING AND URBAN FORESTRY

Salaries, Fringes and Overhead	*$12,779,571*	*$13,640,102*
Contractual Services	*21,337*	*18,338*
Current Expenses	*238,088*	*252,921*
Capital Outlay	*141,164*	*64,996*
Services of Other Departments	*220,925*	*232,476*
Program Total	*$13,401,085*	*$14,208,833*

STREET AND SEWER REPAIR

Street Repair:

Salaries, Fringes and Overhead	*$4,027,886*	*$3,798,027*
contractual Services	*12,520*	*24,788*
current Expenses	*752,652*	*329,303*
Capital Outlay	*96,925*	*179,893*
Services of Other Departments	*700,000*	*920,886*
Program Total	*$5,589,983*	*$5,252,897*

Sewer Repair:

Salaries, Fringes and Overhead	*$5,017,060*	*$5,149,214*
Contractual Services	*151,425*	*465,857*
Current Expenses	*267,374*	*242,822*
Capital Outlay	*26*	*0*
Services of Other Departments	*578,114*	*668,480*
Program Total	*$6,013,999*	*$6,526,373*

CLEAN WATER PROGRAM

Clean Water Operations/Southeast Community Facility:

Salaries, Fringes and Overhead	*$1,187,955*	*$1,607,089*
Contractual Services	*535,636*	*317,249*
Current Expenses	*9,378*	*9,646*
Capital Outlay	*15,331*	*51,391*
Services of Other Departments	*379,413*	*309,720*
Program Total	*$2,127,713*	*$2,295,095*

Water Pollution Control:

Salaries, Fringes and Overhead	*$19,752,192*	*$21,182,931*
Contractual Services	*5,706,012*	*5,618,291*
Current Expenses	*5,108,737*	*4,646,912*
Capital Outlay	*358,402*	*227,754*
Services of Other Departments	*11,150,355*	*8,973,608*
Program Total	*$42,075,698*	*40,649,496*

ENVIRONMENTAL REGULATION AND MANAGEMENT:		
Salaries, Fringes and Overhead	*$2,970,704*	*$3,356,324*
Contractual Services	*167,732*	*142,206*
Current Expenses	*76,936*	*106,403*
Capital Outlay	*175,142*	*189,001*
Services of Other Departments	*697,698*	*838,411*
Program Total	*$4,088,212*	*$4,632,345*
SUBDIVISION, STREET USE AND MAPPING		
Salaries, Fringes and Overhead	*$1,923,960*	*$1,214,650*
Contractual Services	*196*	*0*
Services of Other Departments	*335,488*	*605,253*
Program Total	*$2,259,644*	*$1,819,903*



Nancy George, Departmental Safety Officer, discusses safety issues with Karen Stern of Bureau of Water Pollution Control.

DEPARTMENT OF PUBLIC WORKS

PROGRAMS AND ACTIVITIES
FISCAL YEAR **1993-1994**

DIVISION (FAMIS)	MSA/CG PROGRAM		ACTIVITIES	
02. Architecture	*2122*	*Architectural Capital Projects*	*01.*	*Planning, Design & Construction*
			02.	*(Inactive)*
			03.	*(Inactive)*
	2190	*Earthquake Safety Program*	*1Q.*	*City Hall - EQ Repair Work*
			1F.	*City Hall - Facility Preservation*
			1U.	*City Hall - Seismic Upgrade*
			2Q.	*Opera House - EQ Repair Work*
			2F.	*Opera House - Facility Preservation*
			2U.	*Opera House - Seismic Upgrade*
			3Q.	*Veteran's Building - EQ Repair Work*
			3F.	*Veteran's Building-Facility Preservation*
			3U.	*Veteran's Building - Seismic Upgrade*
			4Q.	*Civic Auditorium - EQ Repair Work*
			4F.	*Civic Auditorium - Facility Preservation*
			4U.	*Civic Auditorium - Seismic Upgrade*
			5Q.	*DPH HQ - EQ Repair Work*
			5F.	*DPH HQ - Facility Preservation*
			5U.	*DPH HQ - Seismic Upgrade*
			6Q.	*Non Civic Center - EQ Repair Work*
			6F.	*Non Civic Center - Facility Preservation*
			6U.	*Non Civic Center - Seismic Upgrade*
			9Q.	*Final EQ Inspection*
			07.	*Zoo*
			08.	*Planning/Assessments*
			09.	*Project Planning and Control*
03. Building Inspection	*2123*	*Building Inspection Services*	*01.*	*Central Permit Bureau*
			02.	*Plans Approval Division*
			03.	*Counter Services Division*
			04.	*PP&I Program Support*
			05.	*Building Inspection Division*
			06.	*Code Enforcement*
			07.	*CI Program Support*
			08.	*Plumbing Inspection Division*
			09.	*Electrical Inspection Division*
			10.	*MI Program Support*
			11.	*Records Management Division*
			12.	*Non-Budget Activity*
			13.	*Housing Inspection Division*
			14.	*PC Program Support*
			15.	*Miscellaneous*
			✲*16.*	*Seismic Safety*
			✲*17.*	*Public Services Division*

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DEPARTMENT OF PUBLIC WORKS

PROGRAMS AND ACTIVITIES
FISCAL YEAR **1993-1994**

DIVISION (FAMIS)	MSA/CG PROGRAM	ACTIVITIES
04. Building Repair	*2127 Maintenance and Operation of Buildings*	*01. Building Operations* *02. Preventive Maintenance* *03. Building Repairs* *04. Janitorial Services* *05. Ancillary Services* *06. Program Support* *07. Anti-Graffiti*
	2128 Interdepartmental Maintenance and Operation of Buildings	*01. Building Operations* *02. CAMS Projects* *03. Building Repairs* *04. Janitorial Services* *05. Alterations/Improvements (FM)* *06. Alterations/Improvements* *07. Special Projects* *08. Facilities Maintenance* *09. Capital Projects* *10. Traffic Maintenance & Revisions* *11. Maintenance and Repairs (FM)* *12. Sidewalk and Ramp*
06. Engineering	*2101 Clean Water Operations*	*01. Sewer System Information Plan* *02. (Inactive)* *03. Sanitary Engineering Consultation Svcs.* *04. (Inactive)* *05. Mechanical Engrg. Consultation Services* *06. Hydraulic Studies* *07. Clean Water Planning*
	2103 Non-Grant Construction Projects	*01. Flooding* *02. Sewer Enlargements* *03. R&R Sewers* *04. Sewer System Extensions* *05. Emergency Sewer Contracts* *06. R&R Treatment Works* *07. (Inactive)* *08. (Inactive)* *09. (Inactive)* *10. Instrumentation and Control* *11. BWPC WO Projects*

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DIVISION (FAMIS)	MSA/CG PROGRAM	ACTIVITIES
06. Engineering (Continued)	*2104 Clean Water Grants*	*01. NP Crosstown Transport* *04. SEWPCP Expansion Design* *08. SE Community Facility Planning* *12. SEWPCP Expansion* *14. SE Solid Dewatering Improvements* *16. Area-wide Facility Planning* *20. NP Wet Weather Plan* *24. Channel Outfall Consolidation* *28. North Shore Pump Station* *32. Islais Creek Outfall* *36. SWOO Design* *40. SWOO Construction* *44. Westside Transport* *48. Westside W-3* *52. Westside W-1* *54. RSWPCP Improvements Phase I* *56. Northshore Outfall* *60. SWWPCP Design* *62. Oceanside WPCP Construction* *64. Bayside Facility Planning* *68. Program Wide Support* *72. Solid Waste Management* *76. Real Time Auto Control* *77. Combined Sewer Outfall Projects* *78 Hunters Point St-3 (CSO)* *79. Yosemite Sunnydale St-3* *80. NP & SP Chlor/Dechlor* *81. NP Outfall Diffuser* *82. SESTP Improvements* *83. RSWPCP Improvements* *84. RSWPCP Interim Improvements* *85. SEWPCP Expansion Interim* *86. SWWPCP Planning* *87. SE Community Center (Step 2)* *88. NPWW Conversion #1 (Steps 2 & 3)* *89. Richmond Plant Improvements* *90. SE Outfall System Improvements* *91. Lake Merced Transport Construction* *92. Islais Creek Transport Construction* *93. Islais Creek Loan* *94. Richmond Transport* *95. Great Highway/Seawall*

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DIVISION (FAMIS)	MSA/CG PROGRAM		ACTIVITIES	
06. Engineering (Continued)	*2105*	*Great Highway Projects (GF)*	*01.*	*Great Highway Erosion Protection*
	2132	*Engineering Capital Projects*	*01.*	*Engineering Capital Projects*
			02.	*Engineering Studies/Services*
			03.	*Road Studies and Investigations*
			04.	*(Inactive)*
			05.	*(Inactive)*
			06.	*(Inactive)*
			07.	*Sales Tax Projects*
			08.	*Disabled Access*
07. Water Pollution Control	*2102*	*Southeast Community Facility*	*01.*	*Southeast Community Facility*
	2133	*Water Pollution Control Control*	*01.*	*Wastewater Operations*
			02.	*Wastewater Maintenance*
			03.	*Wastewater Laboratories*
			04.	*Safety, Health & Training*
			05.	*(Inactive)*
			06.	*Program Support*
			07.	*Non-Budget Activity*
			08.	*(Inactive)*
	2145	*Earl P. Mills Community Facility*	*01.*	*Earl P. Mills Community Facility*
08. Street Cleaning and Urban Forestry	*2137*	*Street Cleaning and Urban Forestry*	*01.*	*Mechanical Street Cleaning*
			02.	*Manual Street Cleaning*
			03.	*Ancillary Services*
			04.	*BSC/UF Support*
			05.	*(Inactive)*
			06.	*Tree Maintenance*
			07.	*Landscape Maintenance*
			08.	*BSC/UF Non-Budget*
			09.	*(Inactive)*
			10.	*(Inactive)*

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Department of Public Works

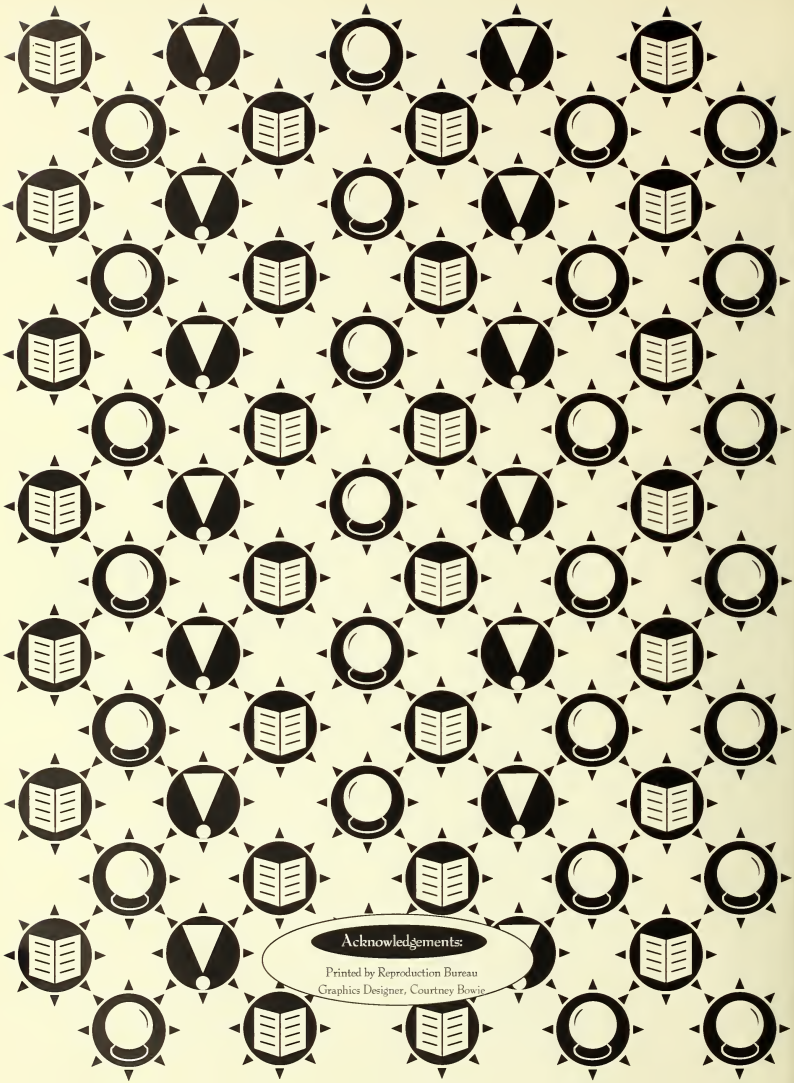
PROGRAMS AND ACTIVITIES
FISCAL YEAR **1993-1994**

DIVISION (FAMIS)	MSA/CG PROGRAM		ACTIVITIES	
09. Street and Sewer Repair	*2140*	*Street Repair*	*01.*	*Major Street Repairs*
			02.	*Minor Street Repairs*
			03.	*Asphalt Plant*
			04.	*Curbs and Sidewalks*
			05.	*Ancillary Services*
			06.	*Program Support*
			07.	*Street Repair Overtime*
			08.	*M&O of Bridges*
			09.	*M&O of Tunnels*
			10.	*B&T Major Repairs*
			11.	*B&T Admin/Support*
			12.	*B&T Overtime*
			13.	*Non-Budget Activity*
	2143	*Sewer Repair*	*01.*	*Sewer Services*
			02.	*Sewer Repairs*
			03.	*Program Support*
			04.	*Ancillary Services*
			05.	*Sewer Repair Overtime*
			06.	*Non-Budget Activity*
12. Environmental Regulation and Management	*2135*	*Pretreatment & User Charge*	*01.*	*Pretreatment*
			02.	*User Charge*
	2146	*ID Services*	*04.*	*Non-Budget Activity*
13. Construction Management	*2147*	*ID Services*	*01.*	*Inspection*
			02.	*Contract Preparation*
			03.	*Contract Administration*
			04.	*Materials Testing*
			05.	*Surveys*
			06.	*Asbestos*
			07.	*Site Assessment and Remediation*
14. Street-Use and Mapping	*2129*	*Street Use Management*	*01.*	*Street Pavement Management*
			02.	*(Inactive)*
			03.	*Street Inspection*
			04.	*Street Permits*
			05.	*(Inactive)*
			06.	*Surveys and Mapping*
			07.	*Engineering Consultation*
			**08.*	*Program Support*

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DIVISION (FAMIS)	MSA/CG PROGRAM	ACTIVITIES
14. Street-use and Mapping (Continued)	*2148 ID Services*	*01. Subdivision* *02. (Inactive)* *03. Utility Excavation Fund* *04. Engineering Inspection Fund* *05. Street Vacation Fund* *06. Utility Undergrounding* *07. Sidewalk Repair* *08. Miscellaneous ID Services*

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Acknowledgements:

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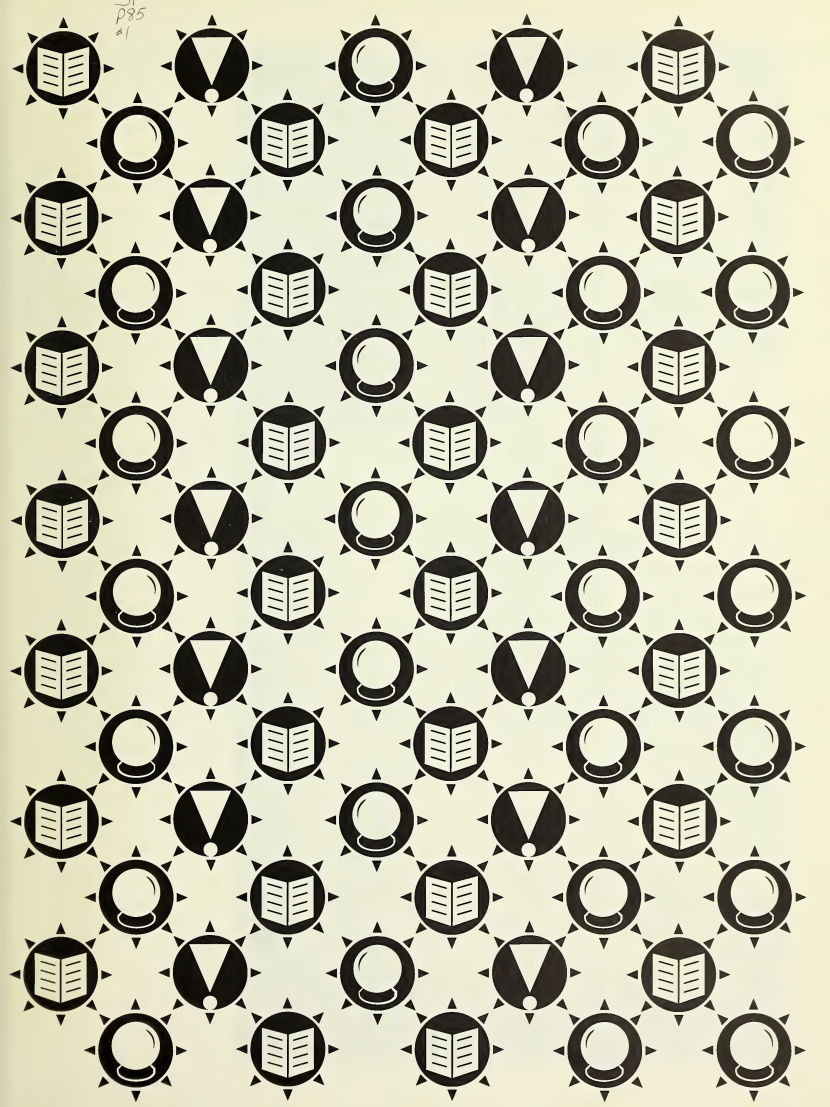
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Front Cover Design
South Embarcadero Roadway Project

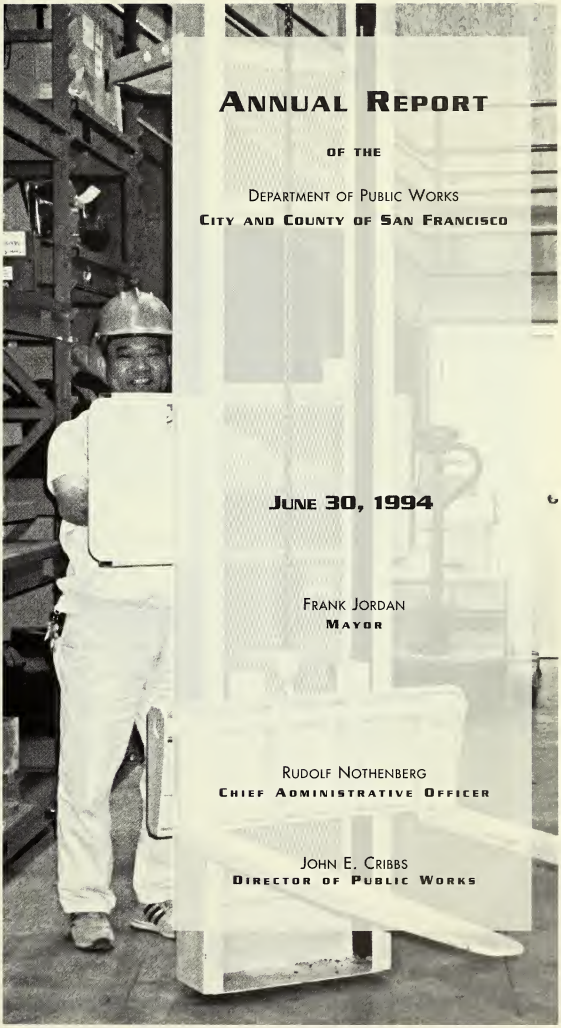
Linn Thai working at the Stak system in the warehouse at the Southeast Water Pollution Control Plant. ▶

What the Icons mean

Mission

Highlights

Future Goals



ANNUAL REPORT

OF THE

DEPARTMENT OF PUBLIC WORKS
CITY AND COUNTY OF SAN FRANCISCO

JUNE 30, 1994

FRANK JORDAN
MAYOR

RUDOLF NOTHENBERG
CHIEF ADMINISTRATIVE OFFICER

JOHN E. CRIBBS
DIRECTOR OF PUBLIC WORKS



Left-Right: (1) Richmond Tunnel Project. View of the east portal shaft structure from within the tunnel. The ventilation line is on the left side. (1a) Working deck of the tunnel shield used to excavate the soft ground tunnel. Laser target is visible at the top. Gap in the tunnel's initial support liner is from expanding the rings. (1b) Segment storage yard. These precast concrete segments form the initial support for the tunnel. (2) Seawall promenade, along the Great Highway. (3) Construction of the New Main Library at Hyde and Fulton Streets. (4) Graffiti Task Force member painting over graffiti on wall at an elevated bus freeway ramp.

July 1, 1994

1993-1994 Annual Report

Mr. Rudolf Nothenberg
Chief Administrative Officer
Room 289, City Hall

Dear Mr. Nothenberg:

Pursuant to Charter Section 3.501, I hereby submit the Annual Report for the Department of Public Works for the year ending June 30, 1994. This year continued the tight fiscal conditions of the previous year. So many more time consuming administrative requirements under grievance procedures, Sunshine Ordinance, and Human Services were added. We had two problem projects in the Sheriff's Facility and Candlestick Park, although the latter has turned out well with favorable national comments. Employees performed admirably throughout the year and we received outstanding project awards for Alta Street, the Oceanside Plant, and Market Street Palm Trees.

Some noteworthy events of the past year:

- Completion of the Oceanside Treatment Plant with start-up and closing of the Richmond-Sunset Plant.
- Started construction of the Richmond Sewer Tunnel.
- Renovated Candlestick Park for baseball and for accessibility.
- Topping out of the New Main Library.
- Neared completion of the South Embarcadero Roadway and began construction of the North Embarcadero Roadway.
- Jackson Wong, Chief of the Bureau of Engineering, left the Department for the Airport as a Deputy Director.
- Larry Litchfield, Superintendent of the Bureau of Building Inspection, resigned to accept a position with Phoenix.
- Reduced personnel to comply with a management audit of the Clean Water Program.
- Began a graffiti removal program.
- Developed a process to place public toilets on sidewalks.
- Started construction of the Rankin Pump Station.
- Started seismic upgrade to Civic Auditorium.
- Twenty-six employees received recognition awards from the Department. The Bureaus of Building Repair and Architecture received "Safe Bureau of the Year" awards. Employees of the Department participated in many community programs, including the San Francisco Fair, Earth Day, and Christmas in April. The Department's employees contributed $27,401 to the Combined Charities campaign.

I wish to express my appreciation to you and your staff for the support and cooperation received throughout the year. I also want to express my thanks and appreciation to all of the employees of this Department for their exemplary work and efforts.

Respectfully,

John E. Cribbs
Director of Public Works



Spreckels Temple of Music - Design and construction under the direction of the Bureau of Architecture. Construction is scheduled to be completed July 1994.

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Left-Right: (1) Senator Feinstein accepting from CAO Rudolf Nothenberg a framed copy of the San Francisco Clean Water Map at the Oceanside Water Pollution Control Plant dedication. (2) Four state-of-the-art egg-shaped anaerobic digesters at the Oceanside Plant. (3) Mr. Gene McCutchenson, Sr. Stationary Engineer, at the control panel at the new Oceanside Plant. (4) Lobby inside the new Oceanside Water Pollution Control Plant. (5) Mary Jane Armacost, President, San Francisco Zoological Society, Bill Dehn, Senior Vice-President, CH2M HILL, Mayor Frank Jordan, Todd Cockburn, Senator Dianne Feinstein, Supervisor Barbara Kaufman, Ms. Felicia Marcus, EPA Region IX-Administrator, Michele Pla, and Jack Pandol, Undersecretary, California EPA. Photo taken during the singing of the National Anthem at the Oceanside Water Pollution Control Plant dedication. (6) Patricia McGregor studying samples in the new Oceanside laboratory. (7) Mr. John Aiken, of the San Francisco Zoo Avian Conservation Center, making a few remarks during the Oceanside dedication ceremony. Mr. Aiken brought a falcon to demonstrate that the Oceanside Treatment Plant is a site that is shared by the San Francisco Zoo and the Department of Public Works.

INTRODUCTION

The mission of the Department of Public Works is to provide for the safe and clean operation and maintenance of City streets; safe and efficient operation and maintenance of the sewerage system; proper design, construction, and maintenance of City-owned facilities; enforcement of applicable sections of the San Francisco Municipal Code, which includes regulations for both public and privately owned buildings. The Department is committed to compliance with environmental and other legal mandates and is dedicated to preserving employees' health and safety while enhancing their dignity and pride.

The Department will maintain the following in the coming year:

1. Establish a sound safety program, including full compliance with provisions of SB 198.

2. Provide training to support employee performance and to develop supervisory and management skills.

3. Continue to recognize and reward superior performance and safety practices.

4. Maintain a proper work environment that respects all employees, without reservations.

5. Continue development of work standards to promote efficient and timely completion of responsibilities.

6. Develop and maintain procedures manuals for Bureau operations, safety, and policy.

7. Maintain financial records to support proper Bureau and Departmental operations.

8. Continue development of standards that encourage:

 - High levels of service to public and clients.
 - Communication within and outside Bureaus and the Department.
 - Maintenance of discipline.
 - Participation in training programs.
 - Participation in community activities.

9. Continue pursuit of improved work facilities.

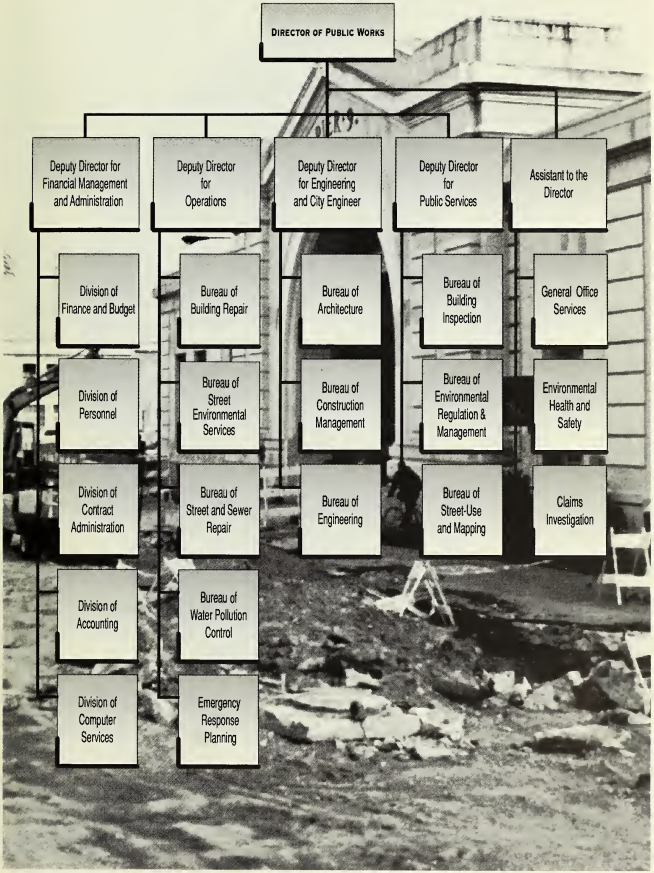
There are a total of 1,827 budgeted positions in the Department. As of June 30, 1994, 1,713 of these positions were filled.

2 DPW ORGANIZATION CHART



Howard Perkins, Southeast Water Pollution Control Plant, working at the Elke Terminal.

Department of Public Works





Frances Ribisi, Oceanside Water Pollution Control Plant, scraping gasket material.

General Administration
Office of the Director

Director of Public Works, John E. Cribbs
Assistant to the Director, Vacant

The Office of the Director performs the secretarial functions for the Director's Office, conducts the Director's hearings, oversees Board of Supervisors legislation, manages the Department's Office of Environmental Health and Safety, coordinates public information activities, and investigates and coordinates all claims.

OFFICE OF THE DIRECTOR

MISSION

The mission of the Director's Office is to support the employees, the Bureau Heads, and the Deputy Directors in their efforts to accomplish the mission of the Department and to provide and maintain a safe work place that is dedicated to preserving employee respect and is dedicated to service. The Director's Office develops and sets the policies for all functions within the Department.

HIGHLIGHTS

- Our successful social, informational, and awards programs were continued this year.
- Continued emphasis was placed on improving utility and client relationships.
- A Department-wide Safety Recognition Program has been developed and on-the-job safety measures continue to be recognized through the Awards Program.
- "Supervisor as a Coach" training classes and "Voices and Choices" for self-assertion training and recognizing harassment were continued this year.

FUTURE

- Continue development of supervisory and management training, safety training, and develop communications within and outside of the Department.
- Continue to make all positions in the Department available to those qualified and interested.

Claims Investigation

MISSION

The mission of the Claims Division is to process claims and submit reports to the City Attorney's Office as quickly as possible. The Department of Public Works tries to settle as many claims as possible prior to litigation. Claims that the Department denies often become lawsuits and require the Department to assist the City Attorney in defending the lawsuits. The Claims Division is a liaison between the Department and the City Attorney's Office.

HIGHLIGHTS

This year, the Claims Division:

- Settled 88% of the total settlements "in-house" without the assistance of the City Attorney; 12% were settled by the City Attorney in litigation.
- 5,675 City Attorney requests were handled in the fiscal year.
- The Claims Division worked closely with every Bureau in the Department to develop better ways to work safely.

FUTURE

The Claims Division will:

- Continue to work closely with all Bureaus to develop better record-keeping techniques and procedures to defend the Department against claims and lawsuits.
- Continue to try and settle as many claims as possible prior to litigation.
- Conduct safety and claim awareness seminars with Bureau Heads to reduce the Department's liability.

Environmental Health and Safety

MISSION

The Environmental Health and Safety Office acts as a resource to the Department in protecting the health and safety of Department of Public Works' employees by developing and implementing a comprehensive health and safety program throughout the Department.

HIGHLIGHTS

This year, Environmental Health and Safety:

- Revised the Injury and Illness Prevention Program and audited Department performance.
- Revised the Department's Lockout/Tagout and Confined Space Entry Programs.
- Conducted evaluations of 70 Video Display Terminals in compliance with the San Francisco VDT Ordinance.
- Held monthly meetings with Workers' Compensation adjuster to review open claims.
- Responded to 568 requests for health and safety information and 150 requests for Workers' Compensation information.
- In compliance with OSHA laws, trained 1,300 employees and 341 supervisors on health and safety topics.
- Conducted special health and safety training in back injury prevention, confined space entry, lockout/tagout, asbestos, and emergency evacuation.
- Developed refresher safety tailgates for mandatory training topics.
- Conducted one-on-one supervisor safety coaching for 148 supervisors.
- Conducted 117 baseline health and safety inspections; performed industrial hygiene monitoring for noise, dust, lead, indoor air quality, lab chemicals, and ventilation; and recommended controls to be taken.
- Fit-tested 128 employees for respirators.
- Implemented interim sampling procedures for lead-based paint.
- Wrote health and safety articles for Wellness and Safety Newsletter on topics such as back safety, stress, off-the-job safety, nutrition, and fitness.

FUTURE

Environmental Health and Safety will:

- Implement programs on cumulative trauma prevention.
- Develop light duty program.
- Continue implementation of one-on-one supervisor safety coaching.
- Conduct baseline safety inspections of new Department of Public Works facilities, including the Oceanside Treatment Plant.



New Sheriffs Facility - New prisoner cells for the Work Furlough Program.



New Sheriffs Facility - North exterior elevation shows curved facade clad with fritz glass.



North portion of rooftop of the Sheriffs Facility looming in front of US101 Freeway. Background shows Cityscape.

Financial Management and Administration

Deputy Director, Ann Branston

PERSONNEL ADMINISTRATION
Manager, James Horan

The Personnel Division is responsible for hiring, training, retaining, and developing a skilled and diverse work force for the Department.

CONTRACT ADMINISTRATION
Manager, Win Lwin

The Contract Administration Division administers the processing of the Department's contracts from advertisement through bid receipt, opening, award, and certification.

COMPUTER SERVICES
Manager, James Beals

The Computer Services Division provides Departmental electronic information services, including planning, software development, network and hardware installation and operations.

FINANCE AND BUDGET
Manager, Robert Carlson

The Finance and Budget Division is responsible for budget preparation, grants research and administration, and financial planning, analysis and reporting.

ACCOUNTING
Manager, Ronald Small

The Accounting Division prepares and processes all of the Department's accounting and purchasing documents.

Financial Management and Administration

MISSION

The mission of the Financial Management and Administration Division is to identify, plan for, and develop the financial, personnel, contractual, and computer resources, expertise, and information needed by the Department to accomplish its goals.

HIGHLIGHTS

PERSONNEL ADMINISTRATION DIVISION

This Division is the central personnel office for the Department and processes all personnel transactions. The Division continued its function of processing appointments and separations and maintaining personnel records and reports. Personnel staff were in constant contact with Department of Public Works' Bureaus regarding various personnel issues, including disciplinary and grievance matters and Civil Service and Departmental personnel policy and procedures interpretation.

The Payroll Unit continued to process and prepare biweekly payrolls for the Department, in addition to participating in a major effort which will result in a much more efficient procedure for reporting employee time. It is anticipated that the new procedure will be in place Department-wide during the 1994-1995 fiscal year.

The Training and Staff Development Unit provides a variety of training and development services to the Department's managers, supervisors and line staff. Current in-house programs include Key Skills for Supervisors, the New Employee Orientation, publication and maintenance of an Employee Handbook and a Supervisor Handbook, and coordination of the Department's participation in the Department of Human Resources' training programs. The unit also provides consultation and meeting facilitation services as part of its organizational development strategies.

Finally, our Affirmative Action Coordinator continued to provide technical assistance on all equal employment opportunity related matters to the Personnel Administration Division and all Department Bureaus, including investigating discrimination complaints, preparing the annual Affirmative Action Plan for the Department, and implementation of the Americans with Disabilities Act (ADA).

CONTRACT ADMINISTRATION DIVISION

The Contract Administration Division is responsible for the administration of all Department of Public Works' contracts, including publication of advertising and other public notices, receipt of bids and proposals, bid document processing, handling bid protests, contract awards, and insurance coordination. Other activities include monitoring and coordinating the Department's compliance with the City's MBE/WBE/LBE Ordinance and Business Tax Ordinance and verification of contractors' licenses and participation in apprenticeship programs.

A total of 230 contracts were awarded during the fiscal year, of which 84 were construction and 146 were personal service contracts. The total value of the contracts was over $213 million.

COMPUTER SERVICES DIVISION

Department-wide management information needs continue to be addressed through the Department's Financial and Personnel System (FPS), Personnel Status System (PSS), and a customized version of distributed FAMIS (San Francisco's City-wide accounting system). Bureau-specific information systems are predominantly LAN-based and are connected via the Department's wide area network.

A primary focus in fiscal year 1993-1994 was Accounting and Payroll business process re-engineering. Accounting processes involving Term Purchase Agreements and Voucher Payments were redesigned and automated. The accounting processes targeted for the coming fiscal year are Contract Orders, Direct Payment Vouchers, Journal Entries, Work Orders, and Revolving Fund Orders. Payroll processes were also reviewed and streamlined through automation. A move from daily time cards to weekly time sheets began in fiscal year 1993-1994 and will be completed in fiscal year 1994-1995.

FINANCE AND BUDGET DIVISION

The Division of Finance and Budget's mission is to develop financial resources and reports and prepare analyses needed by the Department to implement and control its projects and programs. Responsibilities include coordination and input of the annual budget, preparation of an annual 5-year Sewer Service Charge Revenue Plan, preparation of an annual Indirect Cost Plan, participation in bond authorizations and sales, development of Departmental capital plans and grant proposals, and preparation of financial management reports.

Highlights for 1993-1994 include the preparation of the Clean Water Revenue Plan, preparation of the Transportation Capital Plan and related funding proposals, resolution of many issues regarding FEMA reimbursement and improvements to financial reporting systems.

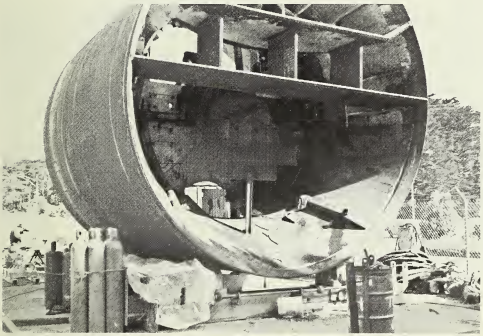
ACCOUNTING DIVISION

The Accounting Division is the point of origin for documents dealing with the disbursement of funds and collection of revenues, and their guidance through required procedures until final liquidation. It maintains accounts showing appropriations, reserves, allotments, expenditures, encumbrances, and balances for all funds under the control of the Department.

The initial phase of Accounting Automation was implemented late in the fiscal year. Full automation of the Accounting Division will be completed during the 1994-1995 fiscal year. A policy to bill grants on a monthly basis was implemented in January 1994. An in-depth review of encumbrance, job order and project close-outs was begun during the third quarter with a view towards streamlining and expediting these processes during the 1994-1995 fiscal year.

FUTURE

During Fiscal Year 1994-1995, the Financial Management and Administration Divisions will be facing several major changes. Almost all staff, with the exception of those at Army Street, will be moving to either 30 Van Ness Avenue or the San Francisco Furniture Mart. Automation will remain a major focus. The Department's AS400 computer will be upgraded to accommodate more users and staff will be working closely with the Controller's office to implement a new City-wide accounting and budgeting system.



Richmond Transport Facilities - 18 foot diameter open-face tunnel shield at the East Portal site.



Richmond Transport Facilities - East Portal Structure Shaft. Chemically grouting the tunnel face.



Islais Creek - 12 foot box between Oakdale Avenue and Industrial Way.



Rankin Pump Station, Contract 4. Surveyor at the end of the Contract 4 excavation, looking in the direction of the inlet portion of the soil mix wall and bracing system.

Engineering Bureaus

Deputy Director and City Engineer, Robert T. Cockburn

OFFICE OF THE CITY ENGINEER
Project Management, Robert E. Badgley

Planning and Control, Michele Pla
Disability Access, Richard Skaff
Public Affairs, Alex Pitcher
Administration

ARCHITECTURE
City Architect, Norman M. Karasick

The Bureau of Architecture is responsible for providing comprehensive planning, facility management, and architectural services for new buildings and the modernization and renovation of existing public buildings.

CONSTRUCTION MANAGEMENT
Manager, Don Eng

The Bureau of Construction Management provides overall management, on-site inspection, site assessment and remediation, scheduling, surveying, and testing, for the many capital improvement and infrastructure construction projects undertaken by the Department.

ENGINEERING
Acting Chief, Peg Divine

The Bureau of Engineering provides civil, structural, and mechanical engineering services, landscape architecture, and project engineering for most City agencies.

OFFICE OF CAPITAL RESOURCES
Manager, George A. White

The Office of Capital Resources is responsible for developing strategies, plans, programs, analysis, and reports in support of the Department of Public Works' infrastructure maintenance, preservation, and enhancement mission.

PROJECT MANAGEMENT

Project Managers manage the major projects. Project Managers are responsible for maintaining, organizing, and directing the necessary tasks, planning and control of the work through personnel assigned to their projects. They assure that their projects are on schedule and within the estimated budget. Under the matrix management system, the Project Managers are responsible for the success of assigned projects.

DISABILITY ACCESS COORDINATOR (DAC)

The Department of Public Works' Disability Access Coordinator program provides disability access code interpretation, code development, code training, and access design criteria to Department of Public Works' Bureaus and other City Departments (including the Chief Administrative Officer, Port, Airport, Redevelopment, and the Utilities Engineering Bureau), chairs the Department's Accessibility Advisory Task Force and provides code training to private engineers, architects, and others in the community.

PUBLIC AFFAIRS

The function of Public Affairs is to encourage and ensure public participation and to provide timely and accurate information to the public. This involves various means, including public tours, fact sheets, press releases, employee training, and public notices. Staff organizes regular public meetings of the Citizens Advisory Committee (CAC) on Wastewater Management and its various subcommittees.

PLANNING AND CONTROL

This unit keeps abreast of regulatory requirements and assures that projects include features to comply with them. Review of projects for compliance with the National Environmental Protection Act and the California Environmental Quality Act is included. This unit also monitors each Bureau's progress towards meeting their management objectives.

ADMINISTRATION

The new Office of Administration consolidates the various administrative functions of the Bureaus of Architecture, Engineering, and Construction Management into one organization. The functions are Personnel, Contract Administration, Facilities Management, Budget and Finance, Records Management and MIS Systems.

BUREAU OF ARCHITECTURE

MISSION

The mission of the Bureau of Architecture is quality public architecture through excellence in management and design. The Bureau of Architecture provides comprehensive planning, facility management, and architectural services for new buildings and the modernization and renovation of existing public buildings.

HIGHLIGHTS

The Bureau of Architecture is currently managing over 175 ongoing projects, totaling over $836 million. The great majority of the work is funded by voter-mandated general obligation bonds, totaling $638 million.

EARTHQUAKE SAFETY BOND PROGRAM - PHASE I

The $59.7 million 1989 Earthquake Safety Program, Phase I, includes twenty-four projects, nineteen of which are facilities for the Fire Department. Also included are projects at Laguna Honda Hospital, California Academy of Sciences, Asian Art Museum, and the Legion of Honor. Scope of work for these projects consists of seismic strengthening, asbestos abatement, condition repair, and disabled access.

Projects at Fire Department Station No. 2 and the Arson Task Force facility are complete. The project at Station No. 8 and a contract for Stations No. 7, 11, 15, and 38 bathroom additions for women are nearing completion of construction. Construction is underway at Stations No. 11, 15, 21, 31, 38, 40 and the Ashbury Tank. Design work is nearly complete for the projects at the new Headquarters and Stations 24, 44, and 36. Design work is also underway at Stations 7 and 37.

The seismic strengthening projects at IZG/Research and Cowell Hall Wing, both at the Academy of Sciences, are completed. The Phase 1 work for the Laguna Honda Hospital Boiler Room and Equipment Bracing project is nearly complete and the Phase 2 project will start construction early in fiscal year 1994-1995.

The Legion of Honor project is under construction and is scheduled to reopen in the fall of 1995.

EARTHQUAKE SAFETY BOND PROGRAM - PHASE II

The Earthquake Safety Program, Phase II (ESP2), is a $332.4 million bond issue passed by San Francisco voters in June of 1990 for the following purposes:

1. Strengthen selected City-owned buildings to withstand seismic forces.

2. Repair damage caused by the October 17, 1989 Loma Prieta earthquake to General Fund, City-owned, buildings.

3. Complete accessibility and asbestos abatement work in areas impacted by earthquake repair work.

4. Take advantage of the construction opportunities created by the above scope of work to complete facility preservation work, if feasible.

5. Replace Zoo subsurface utilities: water, gas, electrical, and sewer lines.

To date, $173.4 million in bonds have been sold and an additional bond sale is planned for September 1994. The bond issue covers 191 City-owned facilities. One hundred seventy-one require earthquake damage repairs only, of which 169 projects have been completed, including Spreckles Temple of Music in Golden Gate Park. The project was completed on time and within budget for the centennial celebration which was held at the newly refurbished building in July 1994.

Twenty facilities include both seismic strengthening and earthquake damage repair. One project, the Ingleside Police Station, is completed. Construction is underway at two major projects, Bill Graham Civic Auditorium and the Palace of Fine Arts. Design work is underway for five buildings, including City Hall, Department of Public Health Headquarters, and the War Memorial Opera House. The remaining twelve projects are in planning/conceptual design stages.

LIBRARY BOND PROGRAM

In November 1988, voters approved $104.5 million for a new Main Library and $5 million for renovations to branch libraries.

The new Main Library will occupy the block bounded by Fulton, Grove, Larkin, and Hyde Streets. Groundbreaking took place in early 1993, with completion slated for late 1995.

In the branch library program, the Sunset Branch Renovation is complete, construction is underway at Chinatown Branch Library, and design has been 50% completed on the Mission Branch Library.

SAN FRANCISCO FIRE DEPARTMENT BOND PROGRAM

In November 1992, the $40.8 million Fire Department Bond Program was approved by the voters for the construction and improvement of thirty-two Fire Department facilities. The first bond sale of $16.4 million has provided funding for planning of thirteen projects and design of eight projects.

Reroofing work at six stations has commenced. Renovation projects are underway at Station No. 6 and the Bureau of Equipment. Design work is complete at Stations No. 9 and 16 and design work is proceeding for Stations No. 10, 17, 23, 25, 43, and 39.

NEW SHERIFF'S FACILITY

Construction started on the new $40 million Sheriff's Facility in June 1991. At the close of fiscal 1993-1994, construction was nearly complete. This new five-story building, located next to the Hall of Justice, contains an Intake/Release Center, Med/Psych Facility, and Work Furlough Center. This project will lessen jail crowding by providing 360 work furlough beds and seventy-six beds for forensic services. The facility is scheduled for phased opening at the beginning of 1995.

SFO AIRPORT UNITED AIRLINES GARAGE

The 3,200 car, one million square foot parking garage was advertised for bid in June 1994. Construction of the $36 million project will be on a 22-month schedule with phasing of work on adjacent roads and parking lots. The project will allow for the vacating of terminal lots in order to implement the New International Terminal portion of the Airport Master Plan.

The state-of-the-art garage features helical ramp circulation, glass-enclosed elevators, open stairways and a precast concrete panel exterior. The major design criteria were safety, high security, low maintenance, and a strong simple design that reflects high technology and airport operations of the next generation.

RANKIN STREET PUMP STATION AND HEADWORKS

The Bureau is providing design services to the Bureau of Engineering for two projects:

The Rankin Street Pump Station is a $30 million project adjacent to the Southeast Plant. This facility will be able to handle up to 180 million gallons per day of combined sewage and water. Construction started in January 1994 and is scheduled for completion in January 1996.

The Headworks is a $16.5 million companion project inside the Southeast Plant. This facility will provide removal of grit and debris from storm water and raw sewage from the Rankin and Channel Pump Stations. Construction started in June 1994 and is also scheduled for completion in January 1996.

MENTAL HEALTH SKILLED NURSING FACILITY BOND PROGRAM

The 185 bed mental health facility, with project cost of $27 million, is currently under construction at San Francisco General Hospital. Construction started in September 1992, and it is scheduled to be completed in the fall of 1994. The facility will provide San Francisco residents with a level of care that currently can be obtained only by contract with other counties around the State.

SAN FRANCISCO POLICE DEPARTMENT BOND PROGRAM

The $28 million San Francisco Police Department Bond Program was approved in November 1987 to update the structural and functional requirements of nine neighborhood police stations and one training facility. The program provides modern, safe facilities for police while allowing for increased community interaction by adding neighborhood meeting rooms.

In prior years, three projects have been completed. Construction is underway for the $3 million renovations of Taraval Police Station and a new $4.5 million building combining Mission Police Station and Juvenile Division. The Bayview Police Station was readvertised during fiscal year 1993-1994 and a responsive bid has not yet been received. The renovation project for Park Police Station and Golden Gate Stables will begin construction in mid-1994.

SAN FRANCISCO GENERAL HOSPITAL PARKING GARAGE

The design is complete for this $13.4 million, 800-space, parking garage that will serve San Francisco General Hospital staff, patients, visitors, and the surrounding community. Bids were received in July 1994 and construction is expected to begin in February 1995.

The parking structure has six levels of parking and fits within the 40-foot height limit allowed by the zoning ordinance. One-third of the site will be reserved for surface parking, which, if the decision is made to expand the garage, could be the site of a 400 car addition.

TENDERLOIN CHILDREN'S PLAYGROUND

The Tenderloin Children's Playground is a new 13,500 square foot, two story building and new 18,400 square foot playground for the exclusive use of children up to the age of sixteen years. The building was designed by the Bureau of Architecture for the Recreation and Park Department to address the needs of the estimated 4,000 children in the Tenderloin.

Construction started in the fall of 1993 and will be completed in spring 1995. The total project estimated cost, not including land, is $4.5 million.

CANDLESTICK PARK STADIUM IMPROVEMENTS

The $6 million seat additions, exiting improvements, gates expansion, and waterproofing work, Improvements - Phase 8B, has been completed within the three month construction period before the Giant's first spring game.

The prioritizing of this year's upcoming work was established by the Recreation and Park Department and the Mayor's Office. Accessibility issues are being analyzed and a Master Plan is under development. The seat additions, exiting improvements, and on-field seat expansions to reach 70,000 seat capacity comprise an improvement program for a possible 1999 Superbowl game.

YOUTH GUIDANCE CENTER

The Youth Guidance Center (YGC) includes eleven departments that provide services to youths and their families and Juvenile Hall where youths are detained by the Juvenile Courts. The Youth Guidance Center is continuing a program of renovations totaling over $3 million to address health and life safety related conditions at the facility.

The renovation of the high-security cottage restrooms is competed. Several projects are under construction, including new security windows, compartmentalization of corridors, installation of fire alarms, and replacement of the fuel tank. An exterior repainting project will be completed this fiscal year.

PROGRAM MEASUREMENTS

PREVIOUS YEAR 1992-1993

Thirty-nine four projects were advertised at an estimated construction cost of $145.4 million.

Construction value earned during the year totaled $46.3 million.

Twenty-eight projects were awarded at a construction cost of $130.9 million. Five of these projects were designed by the Bureau of Architecture but advertised and awarded by other agencies: the Department of Public Works - Bureau of Building Repair, Bureau of Engineering, and Water Pollution Control, and the Fine Arts Museum.

CURRENT YEAR 1993-1994

Thirty-five projects were advertised at an estimated construction cost of $109.4 million.

Construction value earned during the year totaled $77.3 million.
Thirty-five projects were awarded at a construction cost of $84.8 million. Four of these

projects were designed by the Bureau of Architecture, but advertised and awarded by the Department of Public Works - Bureau of Building Repair and Bureau of Engineering.

CONTRACTS AWARDED BY BUREAU OF ARCHITECTURE

Type of Project	Previous Year 1992-1993 AWARDED CONTRACTS	Previous Year 1992-1993 AGGREGATE VALUE	Current Year 1993-1994 AWARDED CONTRACTS	Current Year 1993-1994 AGGREGATE VALUE
Civic Center	*1*	*$168,800*	*5*	*$21,910,280*
Earthquake Repairs	*4*	*3,280,811*	*4*	*4,254,301*
Miscellaneous	*2*	*720,685*	*2*	*2,839,231*
Public Health	*4*	*1,226,375*	*7*	*3,008,999*
Public Libraries	*0*	*0*	*1*	*3,164,832*
Public Safety	*8*	*12,541,870*	*11*	*4,281,058*
Recreation/Park	*4*	*6,671,701*	*1*	*3,566,000*
Total	*23*	*$24,610,242*	*31*	*$43,024,701*
Contracts Awarded by Others (Department of Public Works - Bureaus of Building Repair,.and Engineering)	*5*	**$106,322,143*	*4*	*$41,807,903*
Grand Total	*28*	*$130,932,385*	*35*	*$84,832,604*

**Includes New Main Library construction managed by Bureau of Engineering and Bureau of Construction Management.*

FUTURE GOALS

The mission of the Bureau of Architecture is quality public architecture through excellence in management and design.

The Bureau has developed a set of six vision statements as part of its on-going program for continuous improvement and quality control. These six vision statements, listed below, are critical to fulfilling the Bureau's mission. Based upon the vision statements, the Bureau has developed measurable time-based goals/objectives to guide its efforts to improve performance during the upcoming year.

1. DESIGN QUALITY: We deliver quality public architecture.

2. CUSTOMER SERVICE: We provide quality service to our customers.

3. SUPPORTIVE WORK ENVIRONMENT: We have a supportive and effective professional work environment.

4. TEAM AND INDIVIDUAL RECOGNITION: We recognize and encourage teamwork with effective communication between sections, Bureau of Architecture management and Department of Public Works management.

5. LEADERSHIP/NEW PROJECT AND SERVICE DEVELOPMENT: We actively develop proposals for new projects. We actively develop new services and offer them along with traditional services to potential clients.

6. IMAGE: We are recognized as a quality architectural organization and a desirable place to work by current employees, potential employees, and other design professionals.

This year, as part of its quality improvement program, the Bureau is focusing on three of the vision statements: Design Quality, Customer Service, and Leadership/New Project and Service Development.

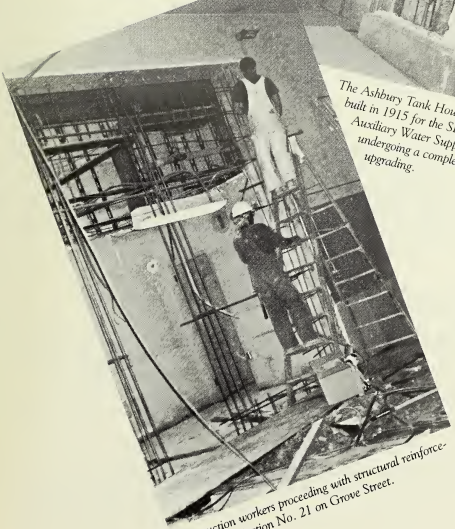
The Bureau is surveying its client Departments to identify existing services that can be improved as well as determine new services, such as Facility Management, that may address new client needs. During the Third and Fourth Quarters of fiscal year 1993-1994, the Bureau interviewed ten Departments such as Police, Fire, Sheriff, General Hospital, and the California Academy of Sciences. Ten additional Departments, such as Real Estate, Art Commission, and Convention Facilities, will be interviewed during the first quarter of fiscal year 1994-1995.



Edith Modie cycle counting in the warehouse at the Southeast Water Pollution Control Plant.



The Ashbury Tank House, originally built in 1915 for the SFFD's Auxiliary Water Supply System, undergoing a complete seismic upgrading.



Construction workers proceeding with structural reinforcement at Fire Station No. 21 on Grove Street.

CONSTRUCTION MANAGEMENT

MISSION

The mission of the Bureau of Construction Management is to serve the people of San Francisco by providing construction management services on a variety of Public Works projects. The Bureau is responsible for ensuring that all construction projects are completed in a timely manner, consistent with technical plans and specifications, and within budget constrictions, while mitigating public impacts.

ACCOMPLISHMENTS

- ▼ Manage construction of Clean Water Projects in excess of $343 million.
- ▼ Construct $80 million of Clean Water facilities.
- ▼ Provide for improved safety procedures.
- ▼ Continue training upgrade.
- ▼ Manage construction of Architectural Construction Projects in excess of $125 Million.
- ▼ Establish contacts with Airport to manage the $2.5 billion construction program.
- ▼ Manage Site Asbestos Remediation Program for the Department of Public Works and City and County of San Francisco.
- ▼ Provide environmental services for the Departments of Public Works, Public Health, Public Utilities Commission, Port, and other City Departments.
- ▼ Respond to emergencies in environmental issues.
- ▼ Manage $47 million of Capital Improvements facilities.
- ▼ Provide over 1,800 hours of training and inspection certifications.
- ▼ Manage $30 million of General Engineering projects.

HIGHLIGHTS

MISSION POLICE STATION

The Mission Police Station and Juvenile Division is a combined project for a new district police station to replace both the current Mission District Station on Valencia Street and the Juvenile Division on Greenwich Street. Located at 17th and Valencia Streets, the new facility will be a seismically safe, functionally efficient facility for officers, and provide a community room for increased interaction between the police and the community. The project is part of the San Francisco Police Department's 1987 Proposition A Bond Program to modernize and seismically upgrade its nine district police stations.

CIVIC AUDITORIUM SEISMIC UPGRADE

This seismic upgrade project will strengthen the building's structure in order to better withstand earthquake forces and prevent unrepairable damage. The strengthening scheme chosen is fixed base, shear wall. Asbestos abatement and accessibility upgrades, required to complete the strengthening and repairs to earthquake damage suffered from the Loma Prieta event, are a part of this project.

NEW MAIN LIBRARY

In June 1988, San Francisco voters approved a bond measure to construct a new library on Marshall Square (one block directly south of the existing Main Library). The construction costs, to be funded from both Bond and Library Foundation funds, are estimated to be approximately $90 million. Construction started in March 1993 with completion scheduled for November 1995. The Library will be open for service

in early 1996. The structure will be six stories above ground with one level below ground containing seating for 2,013 users. The building is designed for maximum accessibility.

CANDLESTICK PARK

The City has had an ongoing program of upgrading Candlestick Park for the last several years. The latest phase provided additional stadium seating, additional field seating and new baseball dugouts, a significant improvement in disabled accessibility and disabled seating, including elevator, stairs, ramps, and restrooms.

1660 MISSION STREET BUILDING IMPROVEMENTS

This project completed new tenant improvements to a vacant six story office building south of Market Street. The new building is now the home for the Department of City Planning and the Bureau of Building Inspection. Work included all new interior work, HVAC, lighting, painting, carpeting, communications, and security.

INFRASTRUCTURE PROJECTS

Numerous projects were completed to rehabilitate the City's infrastructure. These included streets, sewers, cisterns, auxiliary water supply system facilities, street lighting, traffic signals, parks and recreation facilities, handicap facilities, and heating and ventilation in City buildings.

RICHMOND TRANSPORT

The Richmond Transport is a 10,200' foot long, 14' diameter tunnel which will be completed around March 1996. It will connect existing sewers at the Presidio to the Westside Box at Fulton Street and will reduce sewage overflows at Baker Beach and the China Beach Outfall from 50-70 overflows per year to five or six. This tunnel will be drilled under a vast range of ground conditions, ranging from hard rock to soft sand. The cost of this project is approximately $30 million.

ISLAIS CREEK FACILITIES

Work continues on the Islais Creek facilities. This year, work started on the pump station, Phase E, and the new headworks structure (Phase Three). Upon completion of the facilities in 1996, storage for thirty-seven million gallons of sewage will be provided for and storm water and sewage will be conveyed to the existing Southeast Water Pollution Control Plant via the pump station.

OCEANSIDE WATER POLLUTION CONTROL PLANT

Work was completed on the Oceanside Water Pollution Control Plant and the plant has been treating wastewater since September 1993. Secondary treatment standards have been met well ahead of the State mandated deadline of June 1994.

SOUTH EMBARCADERO ROADWAY

The South Embarcadero Roadway project was started in October 1992. This portion of the roadway is located on the Embarcadero, between Folsom and King Streets, and on King Street, between the Embarcadero and Third Street. This year, the project completed resurfacing the roadway, installing tracks for light rail vehicles, planting palm trees, installing street lights, and construction of a promenade with historical brass plaques and art ribbon along the project alignment. This project should be completed in the summer of 1994.

NORTH EMBARCADERO ROADWAY

The North Embarcadero Roadway project was started in July 1993. This portion of the roadway is located on the Embarcadero, from Broadway to North Point Streets. Phase I, which was completed this past fiscal year, included realigning the sewer drainage work, installing tree trenches for the numerous trees, resurfacing the roadway, and providing new sidewalks which are accessible to the disabled. In the coming year, the project
will also include repairing the marginal wharf over the seawall, track installation and, finally, new traffic signals which are coordinated for smoother traffic flow.

Projects

Architectural Projects

4982A	*Mission Police Station*	*$ 4,017,000*
5222A	*SFFD - Station 8*	*1,340,000*
5133A	*Tenderloin/Ellis Playground*	*2,674,000*
5418A	*New Main Library*	*86,619,000*
5401A	*1660 Mission Building Improvements*	*2,760,000*
5485A	*Candlestick Park*	*6,500,000*
2331U	*Civic Auditorium Seismic*	*22,000,000*

Clean Water Projects

1213W	*Oceanside Water Pollution Control Plant*	*$180,400,000*
1225W	*Islais Creek - Contract "C"*	*38,827,835*
1220W	*Lake Merced*	*20,050,000*
1228W	*Distributed Control Systems*	*4,895,703*
7179E	*Richmond Tunnel*	*29,926,684*
1240W	*Islais Creek - Contract "E"*	*19,719,740*
7205E	*Rankin Pump Station - C4*	*25,331,826*

Capital Improvement

6658E	*South Embarcadero*	*$27,263,537*
7151E	*North Embarcadero*	*21,621,862*

General Construction

All projects	*Sewers, Pavement, Street Lighting, etc.*	*$30,000,000*

MAJOR GOALS FOR FISCAL YEAR **1994-1995**

THE BUREAU OF CONSTRUCTION MANAGEMENT WILL:

1. Continue management of Architecture Projects.
2. Continue management of Clean Water Projects.
3. Continue training upgrade.
4. Formalize the integration of the Bureau of Architecture/Construction Management into Bureau of Construction Management.
5. Continue managing the Capital Improvement Projects.
6. Computerize construction payments.
7. Streamline and cut cost of Hazardous Material Proposal.
8. Continue upgrading Construction Management Procedures.
9. Move the Materials Testing Laboratory to a permanent location at North Point.

BUREAU OF ENGINEERING

MISSION

The mission of the Bureau of Engineering is to serve the people of San Francisco by providing planning, design, and consulting services to City Departments and to assist in the management of City streets, sewer system, and structures. The Bureau is responsible for assuring that projects be completed on schedule, adhering to applicable codes and standards, and within budget. The Bureau applies engineering analysis to help optimize use of maintenance and capital funding.

HIGHLIGHTS

The following is a brief description of some of the major projects in the various disciplines.

LANDSCAPE ARCHITECTURE

This Section is responsible for providing quality and timely design of City parks, urban spaces, and streetscapes. During Fiscal Year 1993-1994, several notable construction projects were completed. The renovation of Portsmouth Square - Upper Level, in Chinatown, rejuvenated this heavily used park by providing new paving, additional seating, colorful plantings, and an exciting new plaza-level play area for children. A facsimile of the "Goddess of Democracy" was installed at the park to commemorate the freedom movement in China. The completion of lake improvements at John McLaren Park include an attractive barrier consisting of rocky shore protection, fencing, and appropriate lakeside plantings, to discourage trespassing into the lake. A dramatic new lake overlook, trail improvements, and picnic grounds were also part of the renovation. Precita Park, located in the Bernal Heights district, was renovated and Phase II is under design. Finally, a new play area was constructed at Civic Center Plaza to accommodate the expanding child population in the Tenderloin District. Projects advertised during Fiscal Year 1993-1994, which are currently under construction, include a new parking area at John McLaren Park, St. Mary's Square Renovation, Washington Hyde Park in Chinatown, and West Portal Playground Renovation.

Bonnie Ng received a Project Award from the National Arbor Day Foundation for her design work for the palm tree plantings at upper Market Street.

STREETS AND HIGHWAYS

This Section is responsible for the design and the renovation of pavements. This Section produces contract drawings, specifications, and cost estimates for bid by contractors and for work by City forces. It also provides design support services to other design sections and City Departments that require roadway engineering. Several major projects produced by this section include Waterfront Transportation Projects (North, South, Mid-Embarcadero, and King Street); Airport Roadway and Parking Lot; Islais Creek Transport; and the annual Street Bond Repavement Projects.

In the last year, two segments of the Waterfront Transportation Projects were under construction - the South and North Embarcadero segments. Design of the King Street segment is anticipated to be completed in the summer of 1994 with construction scheduled in the beginning of 1995. A draft environmental impact

report for the Mid-Embarcadero will review the different alternatives and impacts fronting the Ferry Plaza area. Major elements for these projects include: new roadway construction, light rail transit, promenade, traffic signals, urban design (Art Commission projects, including Art Ribbon and Art Signage), landscaping and street lighting.

Two interesting projects to be put out to bid in the coming year will include: the reconstruction of Lombard Street, between Leavenworth and Hyde Streets, known as the "crookedest" street; and the coordinated planning, design, and construction of new streets, water, street lighting, stairs, and landscaping for the Bernal Heights areas.

STRUCTURAL ENGINEERING

The Section provides design for new structures and seismic retrofit design of City-owned buildings and bridges. The Structural Section provided structural design this year for the new Rankin Street Pump Station and Headworks building, and structural retrofit design for additional police stations and one bridge structure. The Section also continues to respond to emergencies resulting from landslides and rockfalls. This year, there was, fortunately, only one new rockfall which required the Section's action; it was located at Telegraph Hill, at Chestnut and Kearny Streets. The rockfall hazard has since been mitigated (the hillside was rock-bolted), and traffic was restored.

ELECTRICAL ENGINEERING

This Section is responsible for providing cost effective electrical design and instrumentation design packages for various City Departments and acting as their consultant in matters related to electrical power and control. During this year, the Section participated in the design of Islais Creek Sewer Projects, Bay and North Point Street Traffic Improvements Project, Airport Police Station, and Kezar Stadium Power Improvement Projects.

MAINTENANCE ENGINEERING

This Section was recently created to provide maintenance engineering to Bureau of Water Pollution Control and other Department of Public Works' facilities. It establishes a predictive maintenance program based on technology, such as vibration and monitoring analysis, acoustical analysis, and oil analysis. This new section currently consists of two groups: Predictive Maintenance and Analysis and Trouble Shooting Small Projects.

In its short existence, the Section has analyzed some performance problems of the equipment at the Oceanside Plant and other pumping station locations.

HYDRAULICS

During this year, the last two Westside Clean Water Projects were under construction. The Lake Merced Transport Tunnel was completed. The Richmond Transport Tunnel began its two year construction period with preliminary work at the Great Highway and Lobos Creek headings. On the Bayside, construction of Islais Creek Transport Contract C continued. Its completion next October will result in most of Barneveld Street becoming the top of a facility to contain wet weather pollutants for treatment. Surface improvements will transform the street from a mass of abandoned railroad tracks and potholes to smooth fresh pavement. Near Islais Creek,

construction of the Rankin Street Pump Station and Contract E began. Contract E will connect the Islais Creek/Rankin Pump Station systems, east and west of I-280 and the Peninsula commute train tracks. The connection will be a tunnel through highly unstable soils in an area where settlement is not acceptable.

Repair and Replacement Group designers are completing a series of sewer replacement projects. The need for these projects has been revealed by a high rate of TV investigation necessitated by an accelerated paving program. The last minute arrival of FEMA reimbursement for earthquake work provided funds to complete the year's requirements.

The Planning and Studies Group ended the year by beginning the most exciting study since the original Clean Water Master Plan study twenty years ago. The new study will be the electronic mapping, inventory, and analysis of the City's entire sewer system. This Geographical Information System, or GIS, will allow retrieval of information on any pipe or structure which would otherwise have been in separate files or have to be regenerated.

ENVIRONMENTAL ENGINEERING

This section provides environmental engineering services for research, planning, design, construction start-up, and troubleshooting of the Water Pollution Control Facilities. Our goal is to maintain and improve the efficiency and reliability of wastewater treatment.

Since 1992, Environmental Engineering has conducted pilot tests to determine applicability of various technologies to produce reclaimed water for unrestricted reuse. For this extensive research, Environmental Engineering received the California Water Pollution Control Association's 1993 Research Achievement Award.

These pilot studies are for selection of a process for a 21 million gallons/day reclamation plant to be located near the Oceanside Plant. Because the available land is a residential zone and under the management of the Recreation and Park Department, the reclamation plant's area must be kept to a minimum.

The first pilot study, investigating in-line filtration and sodium hypochlorite, resulted in significantly reducing the plant's footprint by eliminating the need for flocculation and sedimentation basins.

The second pilot study, employing microfiltration and reverse osmosis desalination, has been producing unrestricted-use reclaimed water for an irrigation study since June 1993. This irrigation study will look at the effects of reclaimed water on 26 salt-sensitive plant species and a meadow site at Golden Gate Park.

The third pilot study combined the use of microfiltration and ultraviolet disinfection. The potential benefits include the elimination of chemical coagulants, disinfectants, minimal operation attention, and a reduced plant footprint. This study demonstrated the outstanding performance of these processes, but no operational and maintenance characteristics were obtained due to the brevity of the study.

During the summer of 1994, Environmental Engineering will conduct a fourth study, combining in-line filtration and UV disinfection.

MECHANICAL ENGINEERING

This Section devoted most of its resources this year to completing the Bayside sewage transport and treatment improvements. Construction began in January on the $25.3 million Rankin Street Pump Station. For Wet Weather Processing, the increased flows delivered by the pump station require the expansion of certain systems at the Southeast Plant. A contract for a new headworks building and control structure was awarded in April and two additional projects improving the disinfection system and making other necessary changes should be advertised before the end of 1994.

PROJECT DEVELOPMENT

This Section has three areas of responsibility, as follows:

The Pavement Management Group maintains an inventory of City-maintained street pavements and their condition, investigates citizen complaints about pavement condition, and coordinates maintenance scheduling with utility companies and other entities that maintain subsurface infrastructure. They are the City's coordinators for the Committee for Utility Liaison on Construction and Other Projects (CULCOP) which is the forum for informational exchange for all agencies active in the City's streets. The Pavement Management Group also maintains the City's inventory of street railway franchises and coordinates the City's removal of abandoned tracks. They are currently reviewing all streets without a record of acceptance for maintenance, to determine which should be accepted.

The Curb Ramp Management Group is responsible for path of travel, disability and accessibility standards at street crossings, incorporating these requirements in the City's Standard Specifications for curb ramps, and obtaining compliance in the construction of new and upgraded curb ramps. They inspect approximately 1,200 curb ramp sites per year, investigate complaints about existing ramps or sites where new curb ramps are needed, and coordinate the City's curb ramp construction through private developers, contractors, and City forces.

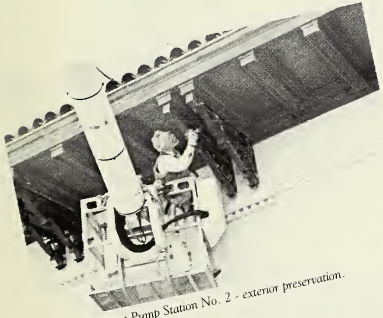
The Sewer Management Group reviews videotapes of sewer inspections to identify the need for repair or replacement and coordinates sewer maintenance with other maintenance, notably street paving. Of over 800 tapes reviewed last year, 200 showed conditions requiring maintenance. The group is now compiling and verifying information to be in a computerized Sewer Maintenance System, linked to the Pavement Management System and to the City's forthcoming Geographic Information System.

OFFICE OF THE CHIEF

This year, the five year goal of establishing a monthly work-hour planning system was met.

MAJOR FIVE YEAR GOALS

- ▼ Develop a Sewer Management System.
- ▼ Update current manuals (Design and Drafting Manual, Procedures Manual, and City Standard Specifications (CSI Format)).
- ▼ Training in San Francisco Building Code and ICBO codes.
- ▼ Develop work-hour planning system.
- ▼ Improve record-keeping system: drawing storage, retrieval, checkout; consistency; soil boring files; calculation files; and project files.
- ▼ Bring all Sections to same or adjacent buildings to increase communication, cooperation, and knowledge between disciplines.



Fire Department Pump Station No. 2 - exterior preservation.



Fire Department Pump Station No. 2 - exterior preservation.



Frank Casey, Street Use and Mapping, advising contractor on proper installation of utility hookups.



Temporary shoring in City Hall stairway. City Hall is scheduled for complete evacuation in March 1995, with seismic retrofit work to commence in April 1995 and be completed in the summer of 1998.

OFFICE OF CAPITAL RESOURCE MANAGEMENT

MISSION

The mission of the Office of Capital Resource Management (OCRM) is to develop strategies, plans, programs, analyses and reports supporting the Department of Public Works' infrastructure maintenance, preservation, and enhancement mission.

The major program, and activities of the Office of Capital Resource Management are as follows:

- Facility Condition Monitoring Program.
- Earthquake Safety Planning and Assessment Program and Earthquake Safety Program Phase 3, Bond Proposal Report Development.
- Geographic Information Systems (GIS) Basemap Development.

These programs support the Deputy Director for Engineering with the capital resource planning and analysis necessary to structure efficient and effective decisions on the allocation of limited financial resources.

HIGHLIGHTS

FACILITIES CONDITION MONITORING (FCM)

A major goal of the Facility Condition Monitoring Program is to provide at least one complete inspection of the condition of all systems for each General Fund supported building during a five-year cycle. To accomplish this goal, a major objective of the program during fiscal year 1993-1994 was to complete ninety inspections; ninety-six condition assessment reports were completed. A combination of General Obligation bond funds and General Fund capital funding covered the $540,000 total Facility Condition Monitoring Program budget. During the past five years, the program has completed 99% of the required condition assessments representing 464 General Fund supported buildings. In fiscal year 1993-1994, the FCM Team completed ninety-six assessments, with emphasis on reinspections of buildings that had their initial condition assessment performed in 1988-1989.

EARTHQUAKE SAFETY PLANNING AND ASSESSMENT (ESP P&A)

During fiscal year 1993-1994, a process was developed to initiate one of the following strategies for each building that was determined to be a seismic hazard rating of 3 or 4:

1. Close the building.
2. Close and demolish the building.
3. Develop a seismic retrofit project scope and cost for the building to be included in the next phase of the fifteen year Earthquake Safety Program.
4. Replace the building when it is cost-effective rather than perform a seismic retrofit project.
5. Perform additional studies to determine the most cost-effective long-term use of selected buildings, or
6. Designate the building to be included in a future financing package that may include a General Obligation Bond or other funding proposal.

GEOGRAPHIC INFORMATION SYSTEMS (GIS)

BASEMAP DEVELOPMENT

The GIS Basemap Development Project began August 1993. The City's basemap will use computer technology to integrate orthophotos of the City with digitized graphic and attribute data for the cadastral layers (block/lot and addresses) and the street centerline network layers for display, printing, plotting, and distribution purposes. This basemap will serve as the foundation for all GIS applications development.

The project has four phases, with milestones and activities for each phase presented below.

- **Phase I - Creation of Technical Guidelines, Aerial Photography and GIS Workshops.** The aerial orthophotography was completed by Hammon, Jensen and Wallen in October of 1993 through the City's basemap development and contract with Brighter Images/E2 (a joint venture). Three GIS Information Education workshops were conducted during October and November of 1993 to provide basic information on the potential uses and applications of GIS to members (and invited guests) of the Electronic Information Processing Steering Committee Geographic Information System Sub-committee. Over seventy people attended, representing twenty City Departments, showing widespread interest in the development of GIS for their respective agencies. Bruce Joffe, GIS consultant, developed, under the direction of OCRM, documentation of the education workshops, called "Installation Guidelines for the City of San Francisco's Geographic Information Systems," which was distributed to various City Departments in January 1994.

- **Phase II - Creation of the Orthophotographs, Orthophoto Production and Quality Assurance.** The firm of Hammon, Jensen, Wallen and Associates (HJW) was selected as the contractor to produce about 250 orthophotographs which will become a key component of the City's GIS basemap.

- **Phase III - Digitizing of the cadastral layer and the alignment of the City's centerline database.** Completion of the orthophoto basemap. This phase of the basemap development process will overlap the production of the basemap orthophotographs. A digitizing firm will be selected to digitize the orthophotographs in phased production synchronized with the production of the 250 orthophotographs. The digitized results will be linked to an existing centerline database, developed by the Department's Pavement Management and Mapping System, as well as other available data sets.

- **Phase IV - Installation of Basemap. Training of City staff in Basemap maintenance procedures**. It is anticipated that this phase will be initiated once the basemap orthophotos have been digitized and linked to the centerline database. It is anticipated that this phase will begin the third quarter of Fiscal Year 1994-1995.

GIS DEMONSTRATION PROJECTS

The Water Department Right-of-Way Demonstration Project, initiated in October 1993, began implementation of the GIS demonstration projects process. Other demonstration projects include: Department of Public Works' Pavement Management and Mapping Systems, the Sewer Information Management System, and the Mayor's Office of Emergency Services (OES). The major focus of the demonstration projects is to test the capability of various GIS hardware and software

that may be used in conjunction with the Automated Mapping/Facilities Management (AM/FM) basemap. A telecommunications link through a Wide Area Network (WAN) between 1680 Mission and 30 Van Ness Avenue will also be tested, with technical support from the Department's Computer Services Division.

GIS TECHNICAL ADVISORY PANEL

One process coordinated by OCRM is the City's GIS Technical Advisory Panel, which was established in July 1993 to provide means for information sharing among the City's Department of Public Works and other Bay Area agencies that have implemented GIS. Panel membership includes representatives from the cities of Pleasanton, Palo Alto, and Oakland; the State Department of Mines and Geology; Pacific Gas and Electric Company; East Bay Municipal Utilities District; San Francisco International Airport; Controller's Office; Department of Public Health - Paramedics Division; the Department's OFFMA-Computer Services Division; and the Department's Bureau of Street-Use and Mapping.

THE BASIC GOAL OF THIS PANEL IS TO PROVIDE TECHNICAL ADVICE ON:

- The development of the City's GIS Basemap.
- The organization and staffing of GIS.
- The development of technical standards and guidelines for GIS operation.
- The selection of GIS hardware and software configurations.
- The development of funding strategies to enable San Francisco's City Departments to implement GIS projects.

FUTURE GOALS

During 1994-1995, the Office of Capital Resource Management will emphasize the following program goals:

- Facility Condition Monitoring: OCRM will provide special strategic reports to assist City Departments and the Capital Improvement Advisory Committee (CIAC) with specialized knowledge on the condition of the City's General Fund supported buildings so that limited funding can be prudently allocated. Detailed reports on the Department's facility deficiencies, status of repair projects, and scope and cost estimates for capital projects will also be integrated into the FCM database as funding permits. City Enterprise Departments will be offered the opportunity to have condition assessments performed on their buildings. Finally, development of a design strategy regarding the most efficient means of integrating FCM data into the Geographic Information System environment will begin.

- Earthquake Safety Planning and Assessment: OCRM will work to develop funding strategies consistent with Capital Improvement Advisory Committee direction to finance selected seismic retrofit projects, possibly including preparation of Earthquake Safety Program, Phase 3, for the ballot during fiscal year 1995-1996.

- Geographic Information System (GIS): By the end of fiscal year 1994-1995, OCRM will complete Phases III and IV of the City's GIS basemap development leading to the delivery of an AM/FM GIS basemap. Key upcoming activities include: the four month process of producing orthophotos, scheduled to begin August 1994, and digitizing from the orthophotos, scheduled to begin during the fall of 1994 and be completed in the spring of 1995.



Senior Health Educator, John Goodhart, conducting field exercise for confined space entry safety training.



Safety Analyst Betty Clogher conducting a field exercise for confined space entry safety training.



Nancy George, Departmental Safety Officer, conducts an accident investigation with Gary Kurtenbach and Art Dahl of Bureau of Street Environmental Services.

OPERATIONS BUREAUS

Deputy Director, Scott A. Shoaf

BUREAU OF BUILDING REPAIR
Superintendent, Raymond Zahnd

The Bureau of Building Repair is responsible for operating, repairing, and maintaining City-owned and managed buildings, and for managing interdepartmental work orders for other City agencies.

BUREAU OF STREET AND SEWER REPAIR
Superintendent, Richard Cunningham

The Bureau of Street and Sewer Repair is responsible for City streets and appurtenant structures, including pavements, gutters, retaining walls, and stairways; City main sewers, including over eighty miles of brick sewers, most of which were constructed before 1879; the City's bridges, underpasses and overpasses; and the Municipal Asphalt Plant.

BUREAU OF STREET ENVIRONMENTAL SERVICES
Superintendent, John Roumbanis

The Bureau of Street Cleaning and Urban Forestry officially changed its name July 1, 1993 to the Bureau of Street Environmental Services. This was to more adequately reflect the Bureau's interest in, and commitment to, the urban street environment in its entirety and to include the new Graffiti Abatement Program. The Bureau of Street Environmental Services is responsible for cleaning the City's street and highway system, planting and maintaining street trees and landscaped areas, and eradicating graffiti. Public education and an active campaign of enforcing laws relating to keeping the urban environment clean are important parts of our ongoing activities

BUREAU OF WATER POLLUTION CONTROL
Manager, William Keaney

The Bureau of Water Pollution Control has the responsibility for maintaining and operating the City's sewage treatment plants and pumping stations.

EMERGENCY RESPONSE PLANNING
Coordinator, Suzanne Hart

Emergency Response Planning is responsible for pre-event planning of coordinated Departmental and inter-departmental responses to major disasters.

BUILDING REPAIR

MISSION

The Bureau of Building Repair is dedicated to the conscientious effort of providing quality, professional, and cost-effective service to City-owned buildings under the jurisdiction of the Department Public Works, as well as other municipal Departments. The Bureau's success has been its growth attributed to its versatility.

HIGHLIGHTS

Even though Facility Maintenance, General Fund, and Capital Improvement dollars were very tight, Building Repair had a busy year with increased interdepartmental work order requests. Much work, which had previously been completed under Facility Maintenance, was requested directly from Departments such as Police, Fire and Public Health. Similarly, building operation and preventive maintenance services for many departments switched to the Interdepartmental Program.

Computerized preventive maintenance programs were introduced into City Hall, the Hall of Justice, and the Army Street Stationary Engineering Office. Automation of these programs is increasing efficiency and assuring accurate record and history retention.

Custodial Services repeated their first class performance at City Hall and the Hall of Justice with 10% less staff because of General Fund budget reductions.

The Bureau received the award for being the "Safe Bureau" in the Operations group of Bureaus.

BUREAU ACTIVITIES INCLUDE:

- ▲ Fire-damage repairs in the courtrooms of Department 22 at the Hall of Justice.
- ▲ Additional installation of three "muffin monsters" in the waste line at the Hall of Justice.
- ▲ Fabricate and install stainless steel ceilings for showers and upgrade secondary heating coil at County Jail #3.
- ▲ ADA upgrades to meet disability access requirements at the following locations:
 - City Hall - 4th Floor Men's and Women's Restrooms.
 - 101 Grove Street - 1st Floor Men's and Women's Restrooms.
 - Hall of Justice - Men's and Women's Restrooms (minor upgrade).
- ▲ Build three new examination rooms and remodel two additional examination rooms for Health Center #1.
- ▲ Heating and ventilation upgrades at Health Center #3.
- ▲ Build two new admission offices and remodel two examination rooms for Health Center #5.
- ▲ Rebuild and renovate calamine doors for San Francisco Fire Department Pump Station #2.

- Interior improvements to San Francisco Fire Department Pump Station #2 facilities.
- Additional motorized valves for high pressure system for San Francisco Fire Department Ashbury Tank.
- Construct and maintain curb ramps for disability access for Bureau of Engineering.
- Completion of San Francisco Water Department Water Conservation Devices, Phase II.
- Completion of San Francisco Water Department Sunol and Peninsula security fencing.
- Renovation of water reclamation station's load area at the Water Pollution Control Plant.
- Renovation of Candlestick Park gates for the Recreation and Park Department.
- Public Utilities Commission - On-going program to retrofit light fixtures in City facilities for energy conservation.
- Office renovations at 901 Rankin Street for the Department of Electricity and Telecommunications.
- Earthquake-damage repair project at Youth Guidance Center.
- Installation of accessible ramp at 45 Onondaga Street for Bureau of Architecture.
- Construction of a temporary bridge at Harding Park for Bureau of Architecture.
- Bureau of Architecture - On-going repairs and upgrades of various fire stations under the Proposition 'C' Bond Program.
- Installation of cooling towers and HVAC system at 425 Mason Street for the San Francisco Water Department.
- Construction of equipment garage at the San Francisco Water Department Lake Merced Pump Station.

FUTURE GOALS

- Public Utilities Commission's on-going program to retrofit light fixtures in City facilities for energy conservation.
- San Francisco Water Department's on-going program to retrofit plumbing fixtures in City-owned buildings for water conservation.
- San Francisco Fire Department Ashbury Tank - Five additional motorized valves for high-pressure system.
- On-going ADA upgrades of men's and women's restrooms on each floor of the Hall of Justice to meet disability access requirements.
- ADA upgrades to install new ramp at front entrance of the Hall of Justice to meet disability access requirements.

- Bureau of Engineering's continuing project to construct and maintain curb ramps for disability access.
- Repair utility vault covers on Third Street for Bureau of Engineering.
- Bureau of Street-Use and Mapping's project of maintaining and repairing sidewalks around public properties and City-owned buildings.
- San Francisco Fire Department's continuing repair and upgrade project for various fire stations under Proposition 'C' Bond Act.
- Construction of glass block windows at Cottage B5 to maximize security for the Juvenile Court.
- Municipal Railway's continuing project of modifications to rails, air, and water lines for new car clearances.
- Maintenance of boilers in City-owned buildings by Bureau of Building Repair's Sheet Metal Shop.

PERFORMANCE MEASUREMENTS

	1992-1993	1993-1994
MAINTENANCE AND OPERATION OF BUILDINGS:		
Janitorial Service Units (1,000 square feet)	*320,009*	*307,704*
Percentage of Equipment Breakdown	*0.01%*	*0.01%*
I.D. MAINTENANCE AND OPERATION OF BUILDINGS:		
Valuation of Interdepartmental Work	*$16.3 M*	*$17.5 M*
Percentage of Re-Work on Interdepartmental Work	*0.01%*	*0.01%*



Richmond Transport Facilities. 42-inch diameter reinforced concrete pressure pipe sewer on the Great Highway at Balboa Street. Tunnel Portal structure in background.



One of the four state-of-the-art vans used in the Graffiti Abatement Programs.



Oceanside Water Pollution Control Plant - North facade of the Pretreatment and Solids building.

STREET AND SEWER REPAIR

MISSION

The Bureau of Street and Sewer Repair is committed to the efficient operation and maintenance of the City's street, sewer, bridge and tunnel system in order to minimize hazards to public health, safety, and property. In the event of a public emergency, the Bureau is expected to organize and maintain the public works field presence needed to normalize the situation.

HIGHLIGHTS

The major highlight in the Street Repair Program is the start-up, testing, and placing into production of the Municipal Asphalt Plant. This plant was originally built in 1954. In November 1987, the citizens of San Francisco passed Proposition B that provided $27 million of roadway, safety, and other infrastructure improvements. Included in the proposition was a specific proposal to rehabilitate the asphalt plant. The rehabilitation included the replacement of worn out structural elements. The plant meets the air pollution control standards of the Bay Area Air Quality Management District. Although the rehabilitation did not increase the plant's capacity, it will ensure the Bureau a stable and economical supply for the wide range of paving mixes required by City crews. The plant also allows effective asphalt pavement recycling. The permitting, testing, and start-up operations have been completed this year.

PERFORMANCE MEASUREMENTS

Street Repair Program

70 lane miles of City street resurfaced.
744,400 square feet of defective pavement patched.
26,716 potholes patched.
66 lane miles of City street slurry sealed.
31,570 tons of asphalt concrete produced.

Sewer Repair Program

759,000 linear feet of sewer pipe cleaned.
6,193 catch basins cleaned.
159 sections of main sewer repaired.
251 sections of side sewer repaired.

FUTURE GOALS

- ▲ Implement a preventive maintenance system for the Municipal Asphalt Plant.
- ▲ Improve the Bureau's Cost Tracking System.
- ▲ Improve work site "Safe Work Practices."
- ▲ Expand supervisory training to ease the transition from laborers into leaders.
- ▲ Improve crew efficiencies to the level of outside contractors.

STREET ENVIRONMENTAL SERVICES

MISSION

The mission of the Bureau of Street Environmental Service is to efficiently and safely remove dirt, refuse, and graffiti from City streets, plazas, stairways, building frontages, and other areas for reasons of public safety, code compliance, health, and beautification, and to maintain City-owned street trees and related landscaped areas in a safe, healthy, and attractive condition. To effectively and efficiently carry out this mission, the Bureau must properly train and develop its employees to achieve high motivation and performance.

HIGHLIGHTS

Significant events in Fiscal Year 1993-1994 were:

The two Divisions that existed under the former Bureau name (Street Cleaning and Urban Forestry) were combined. Gardeners, tree toppers, and urban forestry supervisory staff now work through the same dispatch office and report to the same administrative chain of command as general laborers, truck drivers, and operations supervisors. This restructuring has enabled the Bureau to use personnel and equipment resources more flexibly and resourcefully and to better carry out its mission to serve San Francisco's citizens and visitors.

A Graffiti Abatement Program began in September 1993 with two painters from the Bureau of Building Repair and ten young people from the Mayor's Youth Worker Program. The program now has a coordinator, an Environmental Control Officer, four laborers, and thirteen Mayor's Youth Worker Program participants. Using four special state-of-the art vans, staff can respond to a complaint, match paint on the scene, and paint over the offending graffiti in one visit. The Bureau also purchased soda blasting equipment for graffiti abatement. The equipment functions in much the same way as a sand blaster but uses bicarbonate of soda and water and is far less abrasive; it is used on masonry, glass, metal, etc. Public response and community support have been excellent from the start. Current concern over the prevalence of graffiti in the City gives this program extremely high visibility and affords the public an opportunity to see tax money actually working positively to correct a situation in which all are victims.

The Sheriff's Work Alternative Program (SWAP) was expanded to include Sunday manual cleaning services in commercial areas downtown. SWAP is a chance for offenders to perform community service as an alternative to being jailed. This is not a "make work" activity but a real opportunity to make a difference in the quality of life in San Francisco.

During Fiscal Year 1993-1994, the Bureau maintained enforcement of Public Works Code Section 173a. This section of the code deals with placement and maintenance of litter receptacles outside all businesses selling food (i.e., grocery stores, restaurants, liquor stores, etc.). Compliance was, at first, reluctant and minimal; these businesses had historically been exempt from responsibility for disposal of the food and wrappers they sold. However, our two-fold approach of education, first, followed by enforcement, second, has gained the cooperation of the business community and resulted in a cleaner San Francisco. The Bureau has increased the number of litter receptacles placed and maintained by 10%, or 300 new units.

In May of this year, the Street Environmental Service Worker Trainee Program was started for disadvantaged and low-income City residents ranging in age from 18 to 40+. Unskilled trainees provided by the Mayor's Office for a period of one year came to us with hope, enthusiasm, and a commitment to learn and grow. The Bureau provides training in landscape maintenance, graffiti removal, working on the Litter Strike Force, broom support, plaza maintenance, and general litter removal. Together, the goal is to create a flexible labor pool capable of competing effectively for jobs in either Civil Service or the private sector. Programs of this kind represent government at its best - meeting public needs at both the human and the service levels. We hope to see it continue and increase. The Bureau has revised its Mission Statement to reflect these new training responsibilities.

New trees were planted, irrigation systems installed, and general landscape renovation done on two public stairways:

1. The Chestnut Street Stairway, between Larkin and Hyde Streets.
2. The Vallejo Street Stairway at the Presidio Wall.

Work was performed by a coalition of Departmental personnel, neighborhood groups, and San Francisco Beautiful. Public acceptance of these improvements was very good.

The demonstration garden planned in fiscal year 1992-1993 was installed at the Henry Street Stairway, between Roosevelt and Castro, with funding from a State Water Conservation Grant received through the Water Department. Drought-tolerant plantings are emphasized, primarily California natives. In addition to bringing pleasure and beauty to the immediate neighborhood, the stairway is an example of the movement away from the high water usage plantings of the past to a landscaping style more sensitive to climate and water availability.

More than seventy Washington robusta palms were placed in raised planter beds edged with manufactured cobblestones along the Embarcadero Roadway under private contracting. The Bureau intends to accept this project and assume all responsibility for maintenance in 1995. The removal of the elevated freeway in that area literally cleared the way for a major beautification project along the waterfront. When completed, the roadway palms will add an exciting new dimension to the cityscape.

Responsibility for maintaining landscaping and plantings at the new pumping station on the Great Highway (Westside Pumping Station) was accepted in the spring of 1994. This ties in with the large sewer project the Clean Water Program has been working on at that location.

A new hi-ranger truck was purchased for use by the Bureau's tree toppers. This brings the number of hi-ranger trucks to a total of five.

The Broom Brigade changed its name to the Broom and Brush Brigade to reflect its involvement in the Graffiti Abatement Program. There are now more than 500 volunteers sweeping streets and erasing graffiti in San Francisco. The Bureau has worked to actively recruit new volunteers by sending representatives to community meetings, handing out flyers, and following up on any questions or indication of interest in its activities. Current volunteers are the best recruiters, talking about the program enthusiastically and wearing the official Broom and Brush Brigade Volunteer caps and pins issued to all new program participants. Businesses supporting the program include Southwest Airlines and Hyatt Hotels. Hyatt has been part of the program for six consecutive years. "Do; don't just talk" is the underlying theme of this program and, it is believed, the reason for its success.

Work continues on the reforestation of San Francisco's urban forest. Three hundred and sixty-four trees were planted this fiscal year by the Bureau working with the Sheriff's Department. Trees are planted in tree basins empty for a variety of reasons, including natural decline, disease, vandalism, etc. Funds from the half-cent sales tax are the major financial support of this undertaking.

During fiscal year 1993-1994, the Bureau stressed a proactive, rather than reactive, approach to health and safety. Line supervisors now hold bi-weekly safety tailgate training sessions with their crews, covering topics related to Departmental safety and prevention programs as well as specific job-related problems. NOETICS, Environmental Health and Safety (EHS), and the Bureau are working together to reduce the number and severity of Workers' Compensation claims with each component taking a part.

1. NOETICS - carefully analyzing each individual claim.
2. EHS - working with Bureau supervisors to develop investigatory skills.
3. Bureau - through the Safety Committee, reviewing all industrial and vehicular accidents and making recommendations to avoid reoccurrence. The regular mandated safety programs, such as Hearing Conservation, Respirator Certification, and Defensive Driving continue.

FUTURE GOALS

▲ Special emphasis was placed this fiscal year on graffiti abatement in the Downtown business area. In the coming year, this program will be expanded City-
wide.

▲ Upgrading and renovating City-owned stairs, with the cooperation and participation of San Francisco Beautiful, will continue. Ultimately, these stairways will be turned over to various neighborhood associations for maintenance.

▲ Our goal last year of increasing citizen participation in the Broom and Brush Brigade by 20% was met. We intend to continue this expansion by another 20% increase in the coming fiscal year.

▲ We plan to expand mechanical street cleaning/controlled parking to over 106,000 curb miles.

▲ The Bureau will begin a three year program to renovate center islands on important thoroughfares, beginning with Webster Street, Evans Street, and Mansell
Avenue.

PERFORMANCE MEASUREMENTS

Litter enforcement and educational public contacts	*12,348*
Total tons of debris removed	*17,638*
Total curb miles of streets cleaned	*108,073*
Total curb miles of mechanical sweeping - controlled parking	*104,271*
Total curb miles of mechanical sweeping - uncontrolled routes	*3,802*
Tons of illegally dumped debris removed	*6,020*

WATER POLLUTION CONTROL

MISSION

The mission of the Bureau of Water Pollution Control is to provide for the collection and treatment of the City's sewage, to properly dispose of the by-products of treatment, and to monitor the disposal system to ensure the maintenance of a safe environment in our Bay and ocean waters. Further, the Bureau is committed to providing these services in a manner that promotes public health, safety and welfare, both for the employees providing the service and for the people who are the beneficiaries of the service.

OPERATIONS DIVISION

The major challenges Operations faced this year, and dealt with successfully, were continuing to maintain process efficiencies and cost cutting with a reduced staff.

SOUTHEAST PLANT

Major attention has been shifted to expanding the treatment capacity of the Southeast Plant. Operations, in concert with Environmental Engineering, is actively involved in the design of the Rankin Street Pump Station, the new headworks building, and new disinfection facilities.

Savings over pre-1992 levels in our solids handling and chemical treatment facilities continues. Savings were achieved through operators' skill and maintenance modifications. A half million dollars per year has been saved.

Successful assumption of additional duties, despite staffing deceases, has occurred. Bayside Pump Station crews are now a part of Southeast Plant Operations with reduced supervisory staff.

RICHMOND SUNSET PLANT

The starting of the new Oceanside Treatment Plant means that the Richmond Sunset Plant is no longer needed. Richmond Sunset stopped discharging to the Southwest Ocean Outfall on Saturday morning, September 18, 1993, at midnight. At 0200 hours, on Sunday, the head gates were closed and Richmond Sunset went off line. The Plant first began treatment in February 1939. It was in service for 54 years, 7 months, or approximately 19,940 days. A deactivation plan for Richmond Sunset was prepared and implemented. For the first two weeks, the plant was placed on standby mode in case operation needed to be resumed. Since then, all grit and sedimentation tanks have been dewatered and cleaned, the digesters taken off line and drained, inventory supplies redistributed, and the Sunset pumps operated only to reduce septic conditions in the Mile Rock Sewer. The staff has been reassigned and the buildings closed. Plans are now being prepared to complete the final sewer transitions and demolish the structures.

OCEANSIDE PLANT AND WESTERN PUMP STATIONS

The Oceanside Plant was successfully started on September 18, 1993. The efforts of all Bureau divisions were necessary and appreciated in making our smooth start-up possible. The transition to secondary treatment was completed by October, improving San Francisco's west drainage treatment by 5%. Although not required to meet secondary treatment standards until June 1994, process optimization led to full compliance by December 1993.

The Oceanside Plant was dedicated by Senator Dianne Feinstein and other dignitaries on May 31, 1994. The facility was open for public tours following the ceremony.

LABORATORY SERVICES DIVISION

The Laboratory Services Division has, over the last few years, expanded its analytical capability and now provides environmental services to a variety of clients within City government. Revenues from these clients exceeded $1,250,000 in fiscal 1993-1994. The laboratory is aggressively seeking new certifications from State and Federal agencies to provide a greater range of services to future customers. Taking on this new work and the corresponding increase in the level of analytical sophistication necessary to provide these services has been very challenging to the lab over the last year.

The Southeast Laboratory will also continue to provide routine analytical services for the Wastewater Treatment Plant's Operations Division at the Southeast Plant by providing data on the plant's effectiveness and compliance with regulatory standards. Summary reports are submitted to the Environmental Protection Agency and the State Water Resources Control Board for their review and to determine compliance with applicable State and Federal regulations.

The Marine Monitoring Section moved to the new Oceanside Laboratory. This new facility provides a larger and safer environment for conducting analytical testing while allowing the laboratory to work hand-in-hand with the Operations Division to provide rapid, accurate analyses to help with the new plant start-up. In addition, the Marine Monitoring Section is currently providing environmental services to the Aquatic Habitat Institute (AHI), a non-profit agency whose role is to characterize pollutant levels in San Francisco Bay. AHI is conducting a Bay-wide marine monitoring program in conjunction with the San Francisco Regional Water Quality Control Board. The City of San Francisco's provision of marine monitoring services to AHI has enabled the City to reduce its annual monetary contribution to the program by $30,000.

MAINTENANCE DIVISION

The mission statement of the Maintenance Division is to "provide service, repairs and improvements to Bureau equipment and facilities so that permit standards can be met efficiently and economically."

Ten thousand work orders were processed in the Maintenance Division during fiscal year 1993-1994. The Oceanside Plant was put into operation and the Preventive Maintenance Program was implemented. Richmond-Sunset was shut down and all employees reassigned. The responsibilities for preventive maintenance of the pump stations were transferred from Operations to the Maintenance Division.

The Elke Maintenance Management System has been upgraded and a Warranty Tracking Module was added. A review of all inactive stock in the warehouse has been completed.

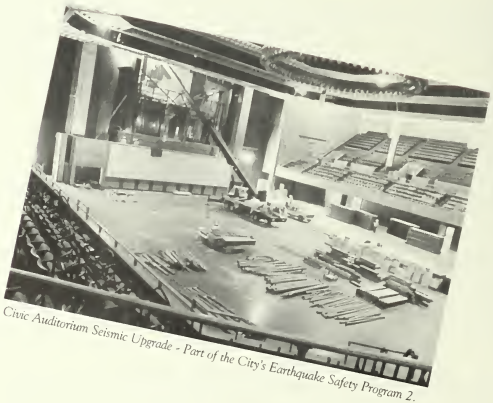
ADMINISTRATION DIVISION

The mission of the Administrative Division is to develop, maintain, and provide overall administrative support to the other Divisions within the Bureau in order to ensure the timely processing of all work submitted. This group is responsible for all clerical, accounting control, personnel, and budget for the entire Bureau.

PERFORMANCE MEASUREMENTS

	1991-1992	1992-1993	1993-1994
Millions of Gallons Treated	*24,343*	*23,725*	*31,576*
Percent Compliance, Settleable Solids	*100%*	*100%*	*100%*
Percent Compliance, Chlorine Residual	*100%*	*99.9%*	*100%*
Percent Compliance, Biochemical Oxygen Demand	*100%*	*100%*	*100%*
Percent Compliance, Suspended Solids	*100%*	*100%*	*99.7%*
Routine Lab Tests	*44,923*	*26,802**	*27,420*

**Chemistry Section only*



Civic Auditorium Seismic Upgrade - Part of the City's Earthquake Safety Program 2.



Harding Park bridge construction.



Bureau of Street Environmental Services' tree topper working from a new hi-ranger truck used to prune large trees.



Pioneer Monument and construction of the new Main Library.

PUBLIC SERVICES BUREAUS

Deputy Director, Vitaly B. Troyan

BUREAU OF BUILDING INSPECTION
ACTING SUPERINTENDENT, DOT YEE

The Bureau of Building Inspection is responsible for reviewing plans and inspecting construction work throughout the City, involving structural, mechanical, electrical, and plumbing work, in addition to housing and energy activities, to ensure compliance with applicable codes.

BUREAU OF ENVIRONMENTAL REGULATION AND MANAGEMENT
CHIEF, STEVEN MEDBERY

The Bureau of Environmental Regulation and Management is responsible for regulating industrial waste discharges to the sewerage system, implementing the City's Sewer User Charge Program, and assisting the Department in complying with environmental health and safety requirements.

BUREAU OF STREET-USE AND MAPPING
CHIEF, DENISE M. BRADY

The Bureau of Street-Use and Mapping is responsible for maintaining the official City map, processing land subdivisions and condominium conversions, protecting and enhancing the public right-of-way by regulating its use through the issuance of permits and the enforcement of local, State and Federal mandates, and by expanding the City's urban forest and promoting the undergrounding of overhead utilities.



Landscaping improvements and new recreational trail along the Great Highway built under the seawall contract.

BUREAU OF BUILDING INSPECTION

MISSION

The mission of the Bureau of Building Inspection is to implement and enforce local, State and Federal regulations and controls relative to the design, construction, quality, use, occupancy, and location of buildings and structures within the City and County of San Francisco; to safeguard life and limb, health and property, and to maintain these buildings and structures to promote public safety and welfare.

HIGHLIGHTS

BUREAU

The major highlight for the Bureau this fiscal year was that it was able to expand its physical work space by moving into 1660 Mission Street. The actual move began on the morning of March 31, 1994 and was completed on the evening of April 4, 1994. On April 5, 1994, the Bureau was open for business at 1660 Mission Street. This enormous undertaking was accomplished by the dedication and hard work of the Bureau's employees.

In January 1994, the Superintendent retired and the Deputy Superintendent became the Acting Superintendent.

CUSTOMER RELATIONS

The Construction Services Center (CSC) went into operation on June 1, 1992 and is the focal point for improved customer services. The CSC combines the Bureau's building permit application intake, review, and approval process with that of the Department of City Planning, Fire Department, Bureau of Engineering, and Department of Public Health. The CSC Manager acts as a liaison between the various Departments, addresses issues that arise, makes reassignments of priorities and personnel, and makes fast policy decisions.

The co-location did not solve all of the problems, but is providing the basis on which future solutions and efficiency are being developed. This has gone a long way toward reducing confusion and conflicting statements, and is helping to clarify and simplify the processing of a permit.

The Bureau expanded the Public Services Division (PSD). The PSD area is the first stop for the public when entering the CSC. PSD explains to the applicant what needs to be on the permit application. PSD also disseminates pamphlets, brochures, flyers, and informational material about the permit process. The intention is that the public leaves the PSD area with information completely defining the permit process and what to expect about requirements, time frames, and expenses.

COMMUNICATIONS

Last year, the Bureau conducted a series of workshops with BBI personnel to discuss the vision of the Bureau. The vision of the Bureau included the "Work Flow" analysis, improvements to the way the Bureau does business, and the move to 1660 Mission Street. This year, the Bureau focused on its employees' interpersonal/customer relation communication skills. Bureau of Building Inspection employees are attending workshops, such as "Effective Public Contact" to increase their skills.

COMPUTERIZATION

During fiscal year 1993-1994, the Bureau continued to expand its computer communication network. The Local Area Network now supports ninety useable workstations and is linked to the Department of City Planning and the Controller's mainframe complex.

The Bureau signed a contract with Sierra Cybernetics for the "Work Flow" analysis. The purpose of the "Work Flow" analysis is to develop an image based Permit Tracking System. At the end of this development, the Bureau will see work folders flowing electronically in parallel to all appointed reviewers. The work folders will contain permit applications, plans, and all associated documentation.

FINANCIAL MANAGEMENT

As a "Special Fund", the Bureau's services are paid for by the inspection and permit fees collected. In fiscal year 1993-1994, of the total revenue collected, building permit fees accounted for 51% with the issuance of 20,768 permits; Electrical and Plumbing permits accounted for 24% with the issuance of 25,675 permits; and the hotel and apartment license fees accounted for 25%.

CONSTRUCTION INSPECTION

The Construction Inspection Program extended its office hours this year by opening the Building Inspection Division office at 7:30 a.m. As a result, inspectors are now in the field earlier in the day to perform inspections. Coverage is still provided until 5:00 p.m.

In September, Building Inspection districts were realigned to even the workload and reduce the inspection backlog. Tracking of inspection response time began in February with preliminary figures indicating that 90% of inspections are performed as requested by the customer or within 24 hours of the request.

The Construction Inspection Program assumed staff functions for the Handicapped Access Appeals Board and the Abatement Appeals Board in December 1993. This program provides most Building Inspection planning and development functions for the Department's Emergency Response Plan. The Building Inspection Division has provided several Bureau or Department seminars on State Historical Building Code, Multi-Family Dwelling Disabled Access, and new Title 24 Disabled Access Standards.

Inspector and staff training time increased this year covering topics including code issues, safety, and computer use. The Construction Inspection Program continues to improve levels of customer service and will focus on increased technical training for inspection and Bureau staff in the coming year.

CONSTRUCTION INSPECTION WORKLOAD STATISTICS

	1991-1992	1992-1993	1993-1994
BUILDING INSPECTION:			
Inspections Made	*47,415*	*45,630*	*45,576*
Jobs Completed	*20,270*	*19,393*	*19,831*

MECHANICAL SYSTEMS PROGRAM

The High-Rise Sprinkler Ordinance became effective February 15, 1994. The Ordinance requires high-rise commercial and tourist hotel buildings to provide sprinklers throughout the buildings in a phased process covering twelve years. Electrical and Plumbing Permit issuance was transferred to the Central Permit Bureau and moved to the new "Permit Center" at 1660 Mission Street. A combined total of about 53,000 permits and special inspections were made this fiscal year by the program inspectors. About 26,000 permits were issued.

MECHANICAL SYSTEMS WORKLOAD STATISTICS:

	1991-1992	1992-1993	1993-1994
ELECTRICAL INSPECTION:			
Inspections Made	*32,504*	*33,243*	*30,540*
Jobs Completed	*13,789*	*13,421*	*12,525*
Permits Issued	*13,699*	*12,677*	*12,760*
PLUMBING INSPECTION:			
Inspections Made	*25,571*	*22,741*	*20,435*
Jobs Completed	*6,817*	*9,907*	*9,525*
Permits Issued	*11,981*	*12,276*	*12,915*
Electrical and Mechanical Revenue	*$4.0M*	*$3.9M*	*$3.9M*

PERMIT PROCESSING AND ISSUANCE

A total of 20,768 building permits were processed and issued in fiscal year 1993-1994. Of these, 60% were processed and issued over-the-counter and over 80% were approved within five days.

PERMIT PROCESSING AND ISSUANCE WORKLOAD STATISTICS

	1991-1992	1992-1993	1993-1994
COUNTER SERVICES:			
Plans approved	*7,093*	*6,541*	*6,465*
Commercial Tenant Improvement	*1,348*	*1,018*	*1,417*
Reroofing Permits	*5,222*	*5,019*	*4,721*
Over the Counter Permits	*6,501*	*8,595*	*7,818*
Total Permits Approved	***20,164***	***21,173***	***20,421***
PLANS APPROVAL:			
Plans Approved	*2,360*	*1,844*	*1,788*
Total Value of Plans Approved	*$852M*	*$583M*	*$441M*
CENTRAL PERMIT:			
Transactions Started	*50,997*	*76,046*	*77,551*
Total Permits Issued	*22,123*	*21,009*	*20,768*
Total Value of Permits Issued	*$843M*	*$722M*	*$573M*

PROPERTY CONSERVATION

Revised Property Conservation Program to merge four Divisions into one and streamlined procedures through computers and training. Developed complaint tracking program.

PROPERTY CONSERVATION WORKLOAD STATISTICS:

	1991-1992	1992-1993	1993-1994
Complete Inspections	*469*	*524*	*412*
Annual Inspections	*8,044*	*7,965*	*1,543*
Complaint Inspections	*6,080*	*6,445*	*7,000*
Miscellaneous Inspections	*1,296*	*933*	*875*
Total Inspections	***15,889***	***15,867***	***9,820***
PARAPET SAFETY COMPLIANCE:			
Cases Brought Into Compliance	*780*	*272*	*289*
Inspections Made	*378*	*621*	*Unknown*
CODE ENFORCEMENT:			
Cases Received	*574*	*670*	*1,608*
Cases Abated	*466*	*409*	*692*
Revenue	*$2.9M*	*$3.2M*	*3.3*

FUTURE

The Bureau is going to continue to pursue its goals of providing more service-oriented methods of doing business; increasing the level of credibility with the public; increasing the level of inspector efficiency and general work force productivity; gaining tighter control of code compliance issues; and providing a more cost effective method of delivering services.

In support of these goals, the Bureau will:

- ▼ Hire a Superintendent.
- ▼ Upgrade BBI's obsolete computer system.
- ▼ Improve the permit tracking system.
- ▼ Implement an 800 number for permit information.
- ▼ Improve the complaint tracking system.
- ▼ Improve plan checking response time.
- ▼ Improve inspection response time.
- ▼ Develop brochures, newsletters, and other materials explaining BBI processes to the public.
- ▼ Encourage seismic bracing of unreinforced masonry buildings.
- ▼ Increase staff and industry knowledge of accessibility regulations.
- ▼ Upgrade administrative bulletins and code rulings.
- ▼ Increase training and certification of staff.
- ▼ Implement combination inspection.
- ▼ Operate BBI using cost centers which match revenue with expenses.

ENVIRONMENTAL REGULATION AND MANAGEMENT

MISSION

The mission of the Bureau of Environmental Regulation and Management is to protect the Department's employees and the environment by enforcing environmental regulations, assisting the Department in complying with environmental health and safety requirements, and ensuring that costs are equitably proportioned.

HIGHLIGHTS - INDUSTRIAL WASTE

PRETREATMENT

The Pretreatment Section protects human health and the environment by preventing the discharge of pollutants into the sewerage system that would cause operational problems with the system, contribute to violations of the regulatory requirements imposed on the City or otherwise harm human health and the environment.

This year, the Pretreatment Section:

- Completed the issuance of Class II Permits for printers, photo processors, and commercial laboratories.
- Developed and implemented a source reduction program targeted at automotive repair related facilities.
- Conducted a public education outreach campaign on preventing water pollution by residents and small businesses through street signs, transit shelter posters, interior and exterior municipal bus ads, utility bill inserts, and educational brochures.
- Relocated the Field Monitoring Section from the Southeast Water Pollution Control Plant to the North Point Water Pollution Control Plant.

USER CHARGE

This Section ensures that users of the City's sewerage system are equitably charged in accordance with their use of the system, implements an appeals program, and maintains customer relations for over 150,000 accounts.

The User Charge Section initiated a three year program to computerize all residential user account histories for more efficient information retrieval. A total of 1,600 accounts have been placed in the program this year.

PROGRAM MEASUREMENTS

	1992 - 1993	1993-1994
Enforcement Inspections	*1,277*	*1,218*
Pretreatment Monitoring Stops	*5,616*	*5,370*
Collection System Monitoring Stops	*3,067*	*2,824*
User Charge Monitoring Stops	*3,643*	*3,665*
Residential Appeals and Inquiries	*10,660*	*18,252*
Review and Reappraisal User Charge Accounts	*4,734*	*4,641*

FUTURE

Plans for 1994-1995 include developing a source reduction strategy for dentists, reevaluating local limits, and expanding sludge cake monitoring to determine disposal options.



1660 Mission Street - Purchased by the City in March 1993, this new building provides office space for the entire Bureau of Building Inspection, City Planning and Fire Department plan checkers.

BUREAU OF STREET-USE AND MAPPING

MISSION

The mission of the Bureau of Street-Use and Mapping is to maintain the Official City Map and to protect and enhance the public right-of-way by regulating its use through the issuance of permits and the enforcement of local, State, and Federal codes, by expanding the City's urban forest, and by promoting the undergrounding of overhead utilities.

HIGHLIGHTS

SUBDIVISION AND MAPPING

In maintaining the City's official map, the Bureau is responsible for processing requests for land subdivisions, new condominiums and condo conversions, dedication and vacation of public right-of-ways, sidewalk dimension changes, street name changes, and the verification of survey benchmarks and monument points as mandated in State and Local codes.

Efforts to amend the San Francisco Subdivision Code and Regulations are continuing. The second draft of the code is undergoing review by pertinent City agencies and subdivision practitioners. Amendments will make the local code more user friendly by aligning it with the State Subdivision Map Act in form and by eliminating duplication and streamlining procedures.

The first annual condominium conversion seminar was held in April to assist the public in understanding the requirements and procedures of converting.

The Mission Bay Subdivision is a 313 acre mixed use development along the waterfront south of Islais Creek. Development is expected to occur through numerous phases over the next 20 years. Negotiation continues with Catellus Corporation regarding the Phase I Tentative Map submittal and related public improvements.

UTILITY UNDERGROUNDING/ASSESSMENT DISTRICT PROGRAM

The Bureau responds to neighborhood requests to have overhead utility wires placed underground by forming underground districts. In order to defray the City's costs for providing street lights in underground districts, the Bureau also administers the formation of assessment districts whereby the fronting property owners share this cost.

In the past year, the Bureau completed construction on the first assessment district in Sutro Heights and has proceeded on the formation of three other assessment districts in the Dolores Heights, Alpine Terrace and Gough Street areas. Upper Ashbury District construction was completed (Bond funded) and Presidio Heights' Phase I design continues.

STREET TREE PROGRAM

The Bureau's continued commitment to enhance the public right-of-way resulted in the planting of approximately 3,500 new trees. The program utilized a variety of funding sources and community groups to accomplish these plantings. During Fiscal Year 1993 - 1994, the Bureau worked with the Citizens Tree Advisory Board to develop community outreach programs and drafted amendments to the Tree Ordinance.

COMPUTERIZATION

The Bureau developed an aggressive three year computerization plan to better serve its growing business needs. The plan includes Local Area Network (LAN), pen-based hand-held computers, scanner and image storage, and Computer Aided Drafting.

Toward implementing this plan, the Bureau's Local Area Network is partially installed. All key personnel will be connected to the network and start utilizing it by the end of next Fiscal Year.

In addition, the Bureau is participating in the development of a Geographic Information System and is preparing to receive and maintain the Basemap next fiscal year.

STREET-USE PERMITS

The Bureau, through the issuance of permits, implements and enforces local, State, and Federal regulations and controls relative to design, construction quality, use and occupancy of the public right-of-way.

This year, several pieces of legislation, Departmental orders and policies were adopted, and are in various stages of implementation. They streamline and clarify the regulations for the hanging of banners from light poles, the construction of utility vaults for electric transformers, temporary street occupancy for purposes other than construction staging, sidewalk cafe permits, and display merchandise permits.

A draft amendment to the Newsrack Ordinance and new guidelines for newsrack placement were presented at public hearing. This proposal is the result of working with newspaper organizations, the business community, and beautification groups to address aesthetic oversaturation issues, while protecting free speech first amendment rights. The Bureau intends to transmit this proposal to the Board of Supervisors early next fiscal year.

The design of the public toilets was reviewed and approved by the Art Commission and the Department of City Planning. The installation of the toilets in City streets is planned to start next fiscal year .

INSPECTION SERVICES

The Bureau regulates the use and construction in the public right-of-way through the enforcement of codes, regulations, and permit conditions, in order to protect the structural integrity of City streets and to minimize the impact of construction on the residents, visitors, and businesses of San Francisco.

The Bureau oversaw utility main replacement programs valued at approximately $70 million. In the two years the Bureau has been responsible for the sidewalk abatement program, the backlog was reduced by 59% (from 2,096 properties in 1992 to 850 in 1994). Currently, among active public improvement projects, the Bureau is inspecting the early stages of the 250-lot Portola Place Subdivision.

DESCRIPTION	Fiscal Year 1992-1993	Fiscal Year 1993-1994
Map Actions and Street Legislation Requests	*323*	*304*
Total Parcels Processed	*1,340*	*690*
Monuments and Benchmarks Verified	*205*	*0*
Utility Undergrounding Districts Constructed (Blocks)	*8*	*12*
Utility Undergrounding Districts Designed (Blocks)	*6*	*47*
Utility Undergrounding Districts Formed (Blocks)	*38*	*41*
Street Trees Permits Issued	*1,242*	*1,638*
Street Trees Planted	*2,958*	*3,515*
Street-Use Permits Processed	*1,966*	*2,920*
Number of Complaints and Service Requests for Sidewalk/Roadway Inspection	*2,616*	*2,812*
Number of Sidewalk Sites Inspected	*5,431*	*5,595*
Number of Sidewalk Sites Repaired by City	*172*	*310*
Utility Street Excavation Permitted (Square Ft.)	*610,237*	*419,952*
Utility Street Excavation Inspected (Square Ft.)	*300,295*	*300,580*

FUTURE GOALS

The increase in the number of functions the Bureau performs and the growing demand for its services compels the Bureau to become more efficient. Central to this is assessing the way the Bureau does business, the computerization of the Bureau and the cross training of staff. In Fiscal Year 1994-1995, the Bureau plans to publish a five year Bureau Development Plan, implement a customer service survey plan, and conduct a Bureau self-assessment.

In addition, the Bureau plans to do the following:

- Continue implementation of the automation plan by enhancing the Local Area Network (LAN), scanning permits and maps, Computer Aided Drafting, and maintaining a Geographic Information Systems (GIS) Basemap.
- Establish a monument preservation fund to defray the cost of developing and maintaining a more manageable survey control network, as mandated in the State Subdivision Map Act.
- Accelerate the Utility Undergrounding Program.
- Enter into a new agreement with the Sheriff's Tree Corps Program, utilize ISTEA Tree Planting Grants, and Introduce the amended Tree Ordinance to the Board of Supervisors in order to enhance the City's Urban Forest.
- Create a Bureau of Street-Use and Mapping Inspection Manual.



8th Avenue, before utility undergrounding.



8th Avenue, after utility undergrounding.



Building Inspections' Public Services Division Counter at 1660 Mission Street.

7 Retirement Honor Roll



Patrick Conroy doing flowthrough bioassay at the Oceanside Plant



Sonya Foree reading bacteria plates.

RETIREMENTS

1993–1994

	RETIREMENT DATE	DPW	CITY
ADMINISTRATION			
Domingo Basila (1656)	September 1, 1993	11 years 4 months	13 years 11 months
John Gregson (5186)*	July 1, 1994	29 years 2 months	29 years 2 months
BUREAU OF ARCHITECTURE			
Catherine Fonken (1446)	October 12, 1993	1 month	19 years 6 months
BUREAU OF BUILDING INSPECTION			
John Greene (6331)	January 15, 1994	27 years	27 years
BUREAU OF BUILDING REPAIR			
Zenon Arroyo (7331)	October 16, 1993	7 years 10 months	7 years 10 months
Miguel Cosio, Jr. (2720)*	July 1, 1994	20 years 2 months	28 years 5 months
Joseph Selva, Jr. (7376)	April 30, 1994	16 years 11 months	16 years 11 months
BUREAU OF CONSTRUCTION MANAGEMENT			
Wing Owyoung (5314)	April 1, 1994	31 years 9 months	31 years 9 months
BUREAU OF ENGINEERING			
Moo Ping Chow (5249)*	July 1, 1994	24 years 9 months	24 years 9 months
BUREAU OF STREET AND SEWER REPAIR			
Kenneth Blood (7282)	July 24, 1993	23 years 6 months	23 years 6 months
Fred Garcia (7355)	May 31, 1994	9 years 6 months	9 years 6 months
Clarence Hamilton (7220)	March 12, 1994	17 years 4 months	17 years 4 months
John Hart (7282)	September 1, 1993	23 years 9 months	23 years 9 months
David Kenneally (7355)*	July 1, 1994	30 years 6 months	30 years 6 months
BUREAU OF STREET ENVIRONMENTAL SERVICES			
James Lanigan (7215)	January 3, 1994	19 years 5 months	32 years 7 months
John Pitre (7514)	November 1, 1993	25 years 2 months	25 years 2 months
Charles Stovall (7355)	October 2, 1993	9 years 9 months	26 years 6 months
Clarence Ward (7514)	March 1, 1994	24 years 4 months	24 years 4 months
BUREAU OF STREET-USE AND MAPPING			
Joseph Grech (5310)	July 1, 1993	21 years 4 months	21 years 4 months
BUREAU OF WATER POLLUTION CONTROL			
Terrel Harris (7514)	October 9, 1993	17 years 2 months	17 years 2 months
Panfilo Regis (7372)	April 5, 1994	13 years 10 months	13 years 10 months
William Young (7132)	July 9, 1993	10 years 2 months	10 years 2 months

**Final approval notice pending*



Boat used in Bay Sampling.

DEPARTMENT OF PUBLIC WORKS AWARD WINNERS

THIRD QUARTER AWARD WINNERS - 1993

Architecture:	*Gordon Hoy* *Mary Hobson* *Viendra Jain*
Building Inspection:	*Robert Noekle* *Wing Lau*
Street Use and Mapping:	*Cynthia Chono* *Louis Larson*
Construction Management:	*Jack Chang*

ANNUAL AWARD WINNERS - 1993

Building Inspection:	*Wing Lau*
Architecture:	*Gary Hoy*
Construction Management:	*Jack Chang* *Larry Wong*
Street-Use and Mapping:	*Cynthia Chono*

FIRST QUARTER AWARD WINNERS - 1994

Environmental Regulation & Management:	*Elizabeth Conte*
Street-Use and Mapping	*Frank Casey*
Construction Management:	*Rella LaFear* *Raymond Shia*
Building Repair:	*Philip Matiatos*
Street and Sewer Repair:	*Paul Martini*
Water Pollution Control:	*Matthew Mates*
Safety Office:	*Gerardo Surban*

SECOND QUARTER AWARD WINNERS - 1994

Building Repair:	*Melvin Humphreys*
Construction Management:	*Lisa Mak*
Street Environmental Services:	*Kevin Flynn* *Robert Scarver*
Water Pollution Control:	*Uriel Gonzalez*

SAFE BUREAU OF THE YEAR AWARD WINNERS

Non-Operations Bureau - Bureau of Architecture

Bureau of Architecture had no motor vehicle accidents and only one recordable accident with no lost time. In addition to excellent performance in the criteria listed above, the Bureau distinguished itself by developing a customized safety training program.

Operations Bureau - Building Repair

Bureau of Building Repair achieved a 21% reduction in their Recordable Rate from 18.0 in 1992 to 14.2 in 1993. Their lost workday rate is less than half of last year's rate. The motor vehicle accident rate went down 32% in 1993 to 14.7, well below the Department's rate of 24.1 Supervisors in the Bureau have held regular safety meetings. Bureau management, supervisors, and employees have demonstrated their commitment to safety.

AWARDS ISSUED BY OUTSIDE AGENCIES

Building a Better Future

Merit Award for design of Richmond District Police Station
Awarded to Peter Wong, Lourdes Chan, Norman Karasick - Bureau of Architecture
by the State of California, Department of Rehabilitation, October 1993

Certificate of Recognition to San Francisco AIA Public Architecture Committee

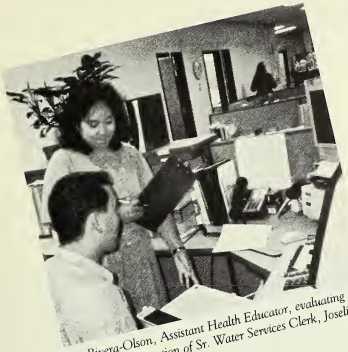
Awarded to Mark Primeau - Bureau of Architecture
by the National AIA, Los Angeles National Convention May 1994

Gold Leaf Award

For outstanding Landscape Beautification Activities
Awarded to Bonnie Ng - Landscape Architecture, Engineering
by the International Society of Arboriculture, May 1994

Research Achievement Award

For extensive research conducted to determine applicability for various technologies to produce reclaimed water for unrestricted reuse
Awarded to Environmental Engineering - Bureau of Engineering
by the California Water Pollution Control Association, 1993



Joy Rivera-Olson, Assistant Health Educator, evaluating the computer work station of Sr. Water Services Clerk, Joselito Pujol.



Senator Dianne Feinstein signing an autograph for a constituent at the Oceanside Water Pollution Control Plant Dedication.



Kay Low and Ray Gigliati checking alignments for underground utility hookups at Portola Place.

Operating Budgets

(Exclusive of Capital Improvements & Work Orders) (In Thousands)

FUNCTIONS	1991-1992 Budget	1992-1993 Budget	1993-1994 Budget	1994-1995 Proposed Budget
Architecture	$ 62	$ 0	$ 0	$ 0
Building Inspection	17,965	19,089	17,960	17,141
Engineering	4,012	2,138	2,078	2,422
Building Repair	6,595	6,902	6,341	5,322
Street Environmental Services	13,737	14,595	14,177	15,908
Street and Sewer Repair	14,245	14,165	14,141	14,257
Water Pollution Control	45,100	49,315	54,754	57,165
Environmental Regulation & Management	4,725	5,202	5,895	5,984
Street-Use and Mapping	0	2,269	1,728	1,762
TOTALS	$106,441	$113,675	$117,074	$119,961
FUNDING SOURCES				
General Fund	$ 8,979	$ 9,299	$ 8,139	$ 8,440
Gas Tax	20,159	20,560	19,708	19,887
Sewer Service Charge	59,338	64,727	71,267	74,493
Building Inspection Service	17,965	19,089	17,960	17,141
TOTALS	$106,441	$113,675	$117,074	$119,961



Carrie Durkee, Street-Use and Mapping, supervising tree planting project by Sheriff's Tree Corps.

Current Contract Data Survey

Contracts Awarded During Fiscal Year **1993–1994**

BUREAU AND TYPE OF WORK PERFORMED	TOTAL CONTRACTS	AMOUNT AWARDED	PAYMENTS
BUREAU OF ARCHITECTURE			
Building Renovation/Related Facilities	*5*	*$22,907,574*	*$611,458*
Fire Department	*10*	*5,767,390*	*1,009,390*
Library	*1*	*3,164,832*	*468,823*
Performing Arts	*4*	*358,900*	*279,452*
Police Station	*1*	*1,797,000*	*0*
Public Health	*7*	*1,946,493*	*492,900*
Real Estate	*2*	*2,829,959*	*0*
Recreation/Park	*4*	*7,423,532*	*6,791,106*
Sewer	*2*	*77,830*	*57,630*
Professional Services	*4*	*674,894*	*290,898*
Sub Total	*40*	*46,948,404*	*10,001,657*
BUREAU OF BUILDING INSPECTION	*1*	*35,000*	*0*
BUREAU OF BUILDING REPAIR			
Building and Related Facilities	*19*	*441,292*	*306,292*
Professional Services	*5*	*67,997*	*183,454*
Sub Total	*24*	*509,289*	*489,746*
BUREAU OF CONSTRUCTION MANAGEMENT	*4*	*160,000*	*130,000*
BUREAU OF ENGINEERING			
AWSS	*1*	*1,366,454*	*48,272*
Bridges	*1*	*481,457*	*31,181*
Building Related Facilities	*2*	*55,630*	*49,580*
Health	*2*	*67,543*	*82,076*
Performing Arts	*4*	*487,488*	*328,977*
Pump Station	*1*	*25,331,826*	*5,216,192*
Recreation/Park	*10*	*2,478,807*	*619,750*
Sewer	*43*	*59,398,799*	*7,836,559*
Stairs	*1*	*117,000*	*0*
Street Renovation/Waterfront	*14*	*6,052,146*	*1,171,929*
Traffic Signals	*1*	*212,900*	*173,336*
Treatment Plant	*5*	*30,641,384*	*20,701,334*
Professional Services	*23*	*16,217,535*	*4,012,384*
Sub Total	*108*	*142,908,969*	*40,271,570*
BUREAU OF STREET AND SEWER REPAIR			
Sewer	*3*	*300,000*	*389,378*
Professional Services	*4*	*71,415*	*53,000*
Sub Total	*7*	*371,415*	*442,378*
BUREAU OF STREET-USE AND MAPPING			
Sidewalk Replacement	*3*	*300,865*	*139,774*
Professional Services	*2*	*67,997*	*67,997*
Sub Total	*5*	*368,862*	*207,771*
BUREAU OF WATER POLLUTION CONTROL	*22*	*7,186,839*	*5,729,319*
FINANCIAL MANAGEMENT AND ADMINISTRATION	*1*	*35,000*	*0*
MASTER AGREEMENTS	*18*	*14,625,000*	*N/A*
Total	*230*	*$213,148,778*	*$57,272,441*

Department of Public Works

PROGRAMS EXPENDITURES
FISCAL YEAR **1993–1994**

	1992–1993	1993–1994
ARCHITECTURE		
Architectural Consultation Services:		
Salaries, Fringes and Overhead	*$0*	*$0*
Program Total	*$0*	*$0*
Architectural Capital Projects:		
Facilities Maintenance and Capital Improvement Projects	*$71,069,920*	*$104,475,410*
Program Total	*$71,069,920*	*$104,475,410*
BUILDING INSPECTION		
Building Inspection Services:		
Salaries, Fringes and Overhead	*$14,654,576*	*$14,931,238*
Contractual Services	*661,691*	*556,799*
Current Expenses	*70,681*	*42,989*
Capital Outlay	*356,629*	*354,136*
Services of Other Departments	*538,367*	*826,558*
Program Total	*$16,281,944*	*$16,711,720*
ENGINEERING		
Engineering Capital Program:		
Facilities Maintenance and Capital Improvement Projects	*$47,189,336*	*$57,463,373*
Program Total	*$47,189,336*	*$57,463,373*
BUILDING REPAIR		
M&O of Buildings:		
Salaries, Fringes and Overhead	*$5,305,082*	*$4,765,722*
Contractual Services	*753,726*	*554,110*
Current Expenses	*180,071*	*144,797*
Capital Outlay	*1,891*	*1,798*
Services of Other Departments	*448,795*	*501,329*
Program Total	*$6,689,565*	*$5,967,756*
I.D. M&O of Buildings:		
Salaries, Fringes and Overhead	*$11,298,374*	*$11,519,650*
Current Expense	*1,198,550*	*1,544,742*
Contractual Services	*350,061*	*575,708*
Capital Outlay	*35,634*	*39,007*
Services of Other Departments	*7,116*	*79,177*
Program Total	*$12,889,735*	*$13,758,284*

FACILITIES MAINTENANCE:		
Salaries, Fringes and Overhead	*$1,109,931*	*$469,743*
Current Expenses	*188,123*	*105,830*
Contractual Services	*18,305*	*14,227*
Capital Outlay	*0*	*0*
Services of Other Departments	*88,305*	*38,051*
Program Total	*$1,404,664*	*$627,851*

STREET ENVIRONMENTAL SERVICES

Salaries, Fringes and Overhead	*$13,640,102*	*$13,530,048*
Contractual Services	*18,338*	*19,504*
Current Expenses	*252,921*	*308,937*
Capital Outlay	*64,996*	*100,312*
Services of Other Departments	*232,476*	*234,659*
Program Total	*$14,208,833*	*$14,193,460*

STREET AND SEWER REPAIR

STREET REPAIR:		
Salaries, Fringes and Overhead	*$3,798,027*	*$2,790,812*
Contractual Services	*24,788*	*119,128*
Current Expenses	*329,303*	*16,103*
Capital Outlay	*179,893*	*212,884*
Services of Other Departments	*920,886*	*909,363*
Program Total	*$5,252,897*	*$4,048,290*
SEWER REPAIR:		
Salaries, Fringes and Overhead	*$5,149,214*	*$5,721,268*
Contractual Services	*465,857*	*534,206*
Current Expenses	*242,822*	*279,223*
Capital Outlay	*0*	*9,096*
Services of Other Departments	*668,480*	*121,545*
Program Total	*$6,526,373*	*$6,665,338*

CLEAN WATER PROGRAM

CLEAN WATER OPERATIONS/SOUTHEAST COMMUNITY FACILITY:		
Salaries, Fringes and Overhead	*$1,607,089*	*$1,473,764*
Contractual Services	*317,249*	*369,246*
Current Expenses	*9,646*	*7,889*
Capital Outlay	*51,391*	*83,153*
Services of Other Departments	*309,720*	*163,291*
Program Total	*$2,295,095*	*$2,097,343*
WATER POLLUTION CONTROL:		
Salaries, Fringes and Overhead	*$21,182,931*	*$21,200,068*
Contractual Services	*5,618,291*	*6,466,682*
Current Expenses	*4,646,912*	*4,109,998*
Capital Outlay	*227,754*	*427,059*
Services of Other Departments	*8,973,608*	*8,131,549*
Program Total	*$40,649,396*	*$40,335,356*

ENVIRONMENTAL REGULATION AND MANAGEMENT:		
Salaries, Fringes and Overhead	*$3,356,324*	*$3,137,350*
Contractual Services	*142,206*	*247,738*
Current Expenses	*106,403*	*119,904*
Capital Outlay	*189,001*	*192,944*
Services of Other Departments	*838,411*	*999,304*
Program Total	*$4,632,345*	*$4,697,240*

STREET-USE AND MAPPING

Salaries, Fringes and Overhead	*$1,214,650*	*$1,028,018*
Contractual Services	*0*	*0*
Services of Other Departments	*605,253*	*477,282*
Program Total	*$1,819,903*	*$1,505,300*



Cynthia Chono, Amir Kazemi, Ray Gigliati, and Allen Hansen of Street-Use and Mapping at test pour for curb and gutter installation at Portola Place.

Department of Public Works

PROGRAMS AND ACTIVITIES
FISCAL YEAR **1993-1994**

DIVISION (FAMIS)	MSA/CG PROGRAM		ACTIVITIES	
02. Architecture	*2122*	*Architectural Capital Projects*	*01.*	*Planning, Design & Construction*
			02.	*(Inactive)*
			03.	*(Inactive)*
	2190	*Earthquake Safety Program*	*1Q.*	*City Hall - EQ Repair Work*
			1F	*City Hall - Facility Preservation*
			1U.	*City Hall - Seismic Upgrade*
			2Q.	*Opera House - EQ Repair Work*
			2F.	*Opera House - Facility Preservation*
			2U.	*Opera House - Seismic Upgrade*
			3Q.	*Veteran's Building - EQ Repair Work*
			3F.	*Veteran's Building-Facility Preservation*
			3U.	*Veteran's Building - Seismic Upgrade*
			4Q.	*Civic Auditorium - EQ Repair Work*
			4F	*Civic Auditorium - Facility Preservation*
			4U.	*Civic Auditorium - Seismic Upgrade*
			5Q.	*DPH HQ - EQ Repair Work*
			5F	*DPH HQ - Facility Preservation*
			5U.	*DPH HQ - Seismic Upgrade*
			6Q.	*Non Civic Center - EQ Repair Work*
			6F	*Non Civic Center - Facility Preservation*
			6U.	*Non Civic Center - Seismic Upgrade*
			9Q.	*Final EQ Inspection*
			07.	*Zoo*
			08.	*Planning/Assessments*
			09.	*Project Planning and Control*
03. Building Inspection	*2123*	*Building Inspection Services*	*01.*	*Central Permit Bureau*
			02.	*Plans Approval Division*
			03.	*Counter Services Division*
			04.	*PP&I Program Support*
			05.	*Building Inspection Division*
			06.	*Code Enforcement*
			07.	*CI Program Support*
			08.	*Plumbing Inspection Division*
			09.	*Electrical Inspection Division*
			10.	*MI Program Support*
			11.	*Records Management Division*
			12.	*Non-Budget Activity*
			13.	*Housing Inspection Division*
			14.	*PC Program Support*
			15.	*Miscellaneous*
			16.	*Seismic Safety*
			17.	*Public Services Division*

DEPARTMENT OF PUBLIC WORKS

PROGRAMS AND ACTIVITIES
FISCAL YEAR **1993-1994**

DIVISION (FAMIS)	MSA/CG PROGRAM	ACTIVITIES
04. Building Repair	*2127 Maintenance and Operation of Buildings*	*01. Building Operations* *02. Preventive Maintenance* *03. Building Repairs* *04. Janitorial Services* *05. Ancillary Services* *06. Program Support* *07. Anti-Graffiti*
	2128 Interdepartmental Maintenance and Operation of Buildings	*01. Building Operations* *02. CAMS Projects* *03. Building Repairs* *04. Janitorial Services* *05. Alterations/Improvements (FM)* *06. Alterations/Improvements* *07. Special Projects* *08. Facilities Maintenance* *09. Capital Projects* *10. Traffic Maintenance & Revisions* *11. Maintenance and Repairs (FM)* *12. Sidewalk and Ramp*
06. Engineering	*2101 Clean Water Operations*	*01. Sewer System Information Plan* *02. (Inactive)* *03. Sanitary Engineering Consultation Svcs.* *04. (Inactive)* *05. Mechanical Engrg. Consultation Services* *06. Hydraulic Studies* *07. Clean Water Planning*
	2103 Non-Grant Construction Projects	*01. Flooding* *02. Sewer Enlargements* *03. R&R Sewers* *04. Sewer System Extensions* *05. Emergency Sewer Contracts* *06. R&R Treatment Works* *07. (Inactive)* *08. (Inactive)* *09. (Inactive)* *10. Instrumentation and Control* *11. BWPC WO Projects*

DIVISION (FAMIS)	MSA/CG PROGRAM	ACTIVITIES
06. Engineering (Continued)	*2104 Clean Water Grants*	*01. NP Crosstown Transport* *04. SEWPCP Expansion Design* *08. SE Community Facility Planning* *12. SEWPCP Expansion* *14. SE Solid Dewatering Improvements* *16. Area-wide Facility Planning* *20. NP Wet Weather Plan* *24. Channel Outfall Consolidation* *28. North Shore Pump Station* *32. Islais Creek Outfall* *36. SWOO Design* *40. SWOO Construction* *44. Westside Transport* *48. Westside W-3* *52. Westside W-1* *54. RSWPCP Improvements Phase I* *56. Northshore Outfall* *60. SWWPCP Design* *62 Oceanside WPCP Construction* *64. Bayside Facility Planning* *68. Program Wide Support* *72. Solid Waste Management* *76. Real Time Auto Control* *77. Combined Sewer Outfall Projects* *78. Hunters Point St-3 (CSO)* *79. Yosemite Sunnydale St-3* *80. NP & SP Chlor/Dechlor* *81. NP Outfall Diffuser* *82. SESTP Improvements* *83. RSWPCP Improvements* *84. RSWPCP Interim Improvements* *85. SEWPCP Expansion Interim* *86. SWWPCP Planning* *87. SE Community Center (Step 2)* *88. NPWW Conversion #1 (Steps 2 & 3)* *89. Richmond Plant Improvements* *90. SE Outfall System Improvements* *91. Lake Merced Transport Construction* *92. Islais Creek Transport Construction* *93. Islais Creek Loan* *94. Richmond Transport* *95. Great Highway/Seawall*

Department of Public Works

PROGRAMS AND ACTIVITIES
FISCAL YEAR **1993-1994**

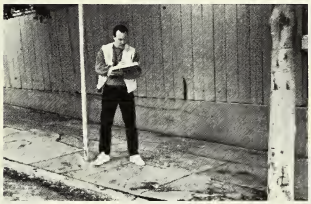
DIVISION (FAMIS)	MSA/CG PROGRAM	ACTIVITIES
06. Engineering (Continued)	*2105 Great Highway Projects (GF)*	*01. Great Highway Erosion Protection*
	2132 Engineering Capital Projects	*01. Engineering Capital Projects* *02. Engineering Studies/Services* *03. Road Studies and Investigations* *04. (Inactive)* *05. (Inactive)* *06. (Inactive)* *07. Sales Tax Projects* *08. Disabled Access*
07. Water Pollution Control	*2102 Southeast Community Facility*	*01. Southeast Community Facility*
	2133 Water Pollution Control Control	*01. Wastewater Operations* *02. Wastewater Maintenance* *03. Wastewater Laboratories* *04. Safety, Health & Training* *05. (Inactive)* *06. Program Support* *07. Non-Budget Activity* *08. (Inactive)*
	2145 Earl P. Mills Community Facility	*01. Earl P. Mills Community Facility*
08. Street Environmental Services	*2137 Street Environmental Services*	*01. Mechanical Street Cleaning* *02. Manual Street Cleaning* *03. Ancillary Services* *04. BSES Support* *05. (Inactive)* *06. Tree Maintenance* *07. Landscape Maintenance* *08. BSES Non-Budget* *09. (Inactive)* *10. (Inactive)*

Department of Public Works

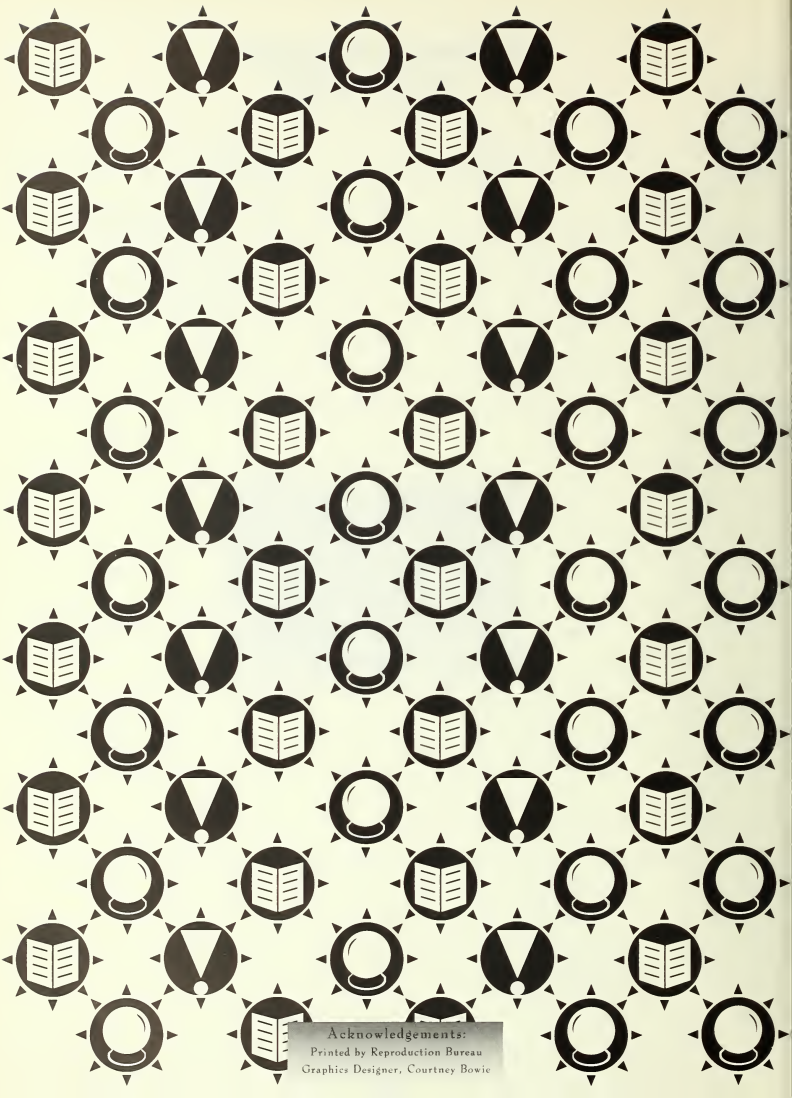
PROGRAMS AND ACTIVITIES
FISCAL YEAR **1993-1994**

DIVISION (FAMIS)	MSA/CG PROGRAM		ACTIVITIES	
09. Street and Sewer Repair	*2140*	*Street Repair*	*01.*	*Major Street Repairs*
			02.	*Minor Street Repairs*
			03.	*Asphalt Plant*
			04.	*Curbs and Sidewalks*
			05.	*Ancillary Services*
			06.	*Program Support*
			07.	*Street Repair Overtime*
			08.	*M&O of Bridges*
			09.	*M&O of Tunnels*
			10.	*B&T Major Repairs*
			11.	*B&T Admin/Support*
			12.	*B&T Overtime*
			13.	*Non-Budget Activity*
	2143	*Sewer Repair*	*01.*	*Sewer Services*
			02	*Sewer Repairs*
			03.	*Program Support*
			04.	*Ancillary Services*
			05.	*Sewer Repair Overtime*
			06.	*Non-Budget Activity*
12. Environmental Regulation and Management	*2135*	*Pretreatment & User Charge*	*01*	*Pretreatment*
			02.	*User Charge*
	2146	*ID Services*	*04.*	*Non-Budget Activity*
13. Construction Management	*2147*	*ID Services*	*01.*	*Inspection*
			02.	*Contract Preparation*
			03.	*Contract Administration*
			04.	*Materials Testing*
			05.	*Surveys*
			06.	*Asbestos*
			07.	*Site Assessment and Remediation*
14. Street-Use and Mapping	*2129*	*Street Use Management*	*01.*	*Street Pavement Management*
			02.	*(Inactive)*
			03.	*Street Inspection*
			04.	*Street Permits*
			05.	*(Inactive)*
			06.	*Surveys and Mapping*
			07.	*Engineering Consultation*
			08.	*Program Support*

DIVISION (FAMIS)	MSA/CG PROGRAM	ACTIVITIES
14. Street-Use and Mapping (Continued)	*2148 ID Services*	*01. Subdivision* *02. (Inactive)* *03. Utility Excavation Fund* *04. Engineering Inspection Fund* *05. Street Vacation Fund* *06. Utility Undergrounding* *07. Sidewalk Repair* *08. Miscellaneous ID Services*



Robert Horn, Street-Use and Mapping, inspecting damaged sidewalk.



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DPW 1994-1995 ANNUAL REPORT

COVER: *Richmond Transport Facilities - Taking apart the soft ground shield after hole-through, July 1994.*

MISSION

HIGHLIGHTS

FUTURE GOALS

P8
#1
94-95
c.2

ANNUAL REPORT

OF THE

DEPARTMENT OF
PUBLIC WORKS

CITY AND COUNTY OF
SAN FRANCISCO

JUNE 30, 1995

FRANK M. JORDAN
MAYOR

WILLIAM L. LEE
CHIEF ADMINISTRATIVE OFFICER

JOHN E. CRIBBS
DIRECTOR OF PUBLIC WORKS

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2



A bird's eye view of the Civic Auditorium. Asbestos abatement and accessibility upgrades are also a part of the Civic Auditorium Seismic Upgrade Project.

City and County of San Francisco **Department of Public Works**

July 1, 1995

1994-1995 Annual Report

Mr. William Lee
Chief Administrative Officer
401 Van Ness Avenue, Room 402
San Francisco, CA 94102

Dear Mr. Lee:

Pursuant to Charter Section 3.501, I hereby submit the Annual Report for the Department of Public Works for the year ending June 30, 1995. This year continued the tight fiscal conditions of the previous year. The annual budget process has become very time consuming as well as collective bargaining. We had two problem projects in the Sheriff's Facility and the Chinatown Branch Library, although the former has been completed. Employees performed admirably throughout the year and we received outstanding project awards for Randall Junior Museum, Spreckels Temple of Music, the Oceanside Plant, and Embarcadero Palm Trees. We also received client praise for the Mission Police Station and Tenderloin Recreation Center.

Some noteworthy events of the past year:

- Building Inspection was removed by the Electorate and made a separate department.
- Continued construction of the Richmond Sewer Tunnel.
- Passed a $146 Million Sewer Revenue Bond.
- Moved everyone out of City Hall.
- Completed the South Embarcadero Roadway and nearly completed construction of the North Embarcadero Roadway.
- Awarded and started construction of City Hall.
- Awarded contract for new Courts Building.
- Completed design for Opera House Renovations.
- Expanded the graffiti removal program.
- Placed the first public toilet at Powell and Market Streets.
- Continued construction of the Rankin Pump Station.
- Continued seismic upgrade to Civic Auditorium.
- Expanded facilities for recycling used motor oil.

Twenty-one employees received recognition awards from the Department. The Bureaus of Water Pollution Control and Street-Use and Mapping received "Safe Bureau of the Year" awards. Employees of the Department participated in many community programs, including the San Francisco Fair, Earth Day, and Christmas in April. The Department's employees contributed $23,482 to the Combined Charities Campaign.

I wish to express my deep appreciation to you and your staff for the support and cooperation received throughout the year. I also want to express my thanks and appreciation to all the employees of this Department for their exemplary work and efforts.

Respectfully,

John E. Cribbs
Director of Public Works

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"The Twins" - The San Francisco Opera House on the left and the War Memorial Veterans Building on the right. During the City Hall Seismic Retrofit Project, the Mayor and the Board of Supervisors temporarily relocated their offices at the War Memorial Veterans Building.

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The historical Chinatown Branch Library is scheduled for completion in March 1996.

INTRODUCTION

The mission of the Department of Public Works is to provide for the safe and clean operation and maintenance of City streets; safe and efficient operation and maintenance of the sewerage system; proper design, construction, and maintenance of City-owned facilities; and enforcement of applicable sections of the San Francisco Municipal Code for street and sidewalk use. The Department is committed to compliance with environmental and other legal mandates and is dedicated to preserving employees' health and safety while enhancing their dignity and pride.

The Department will maintain the following in the coming year:

1. Maintain a sound safety program, including full compliance with provisions SB 198.

2. Provide training to support employee performance and to develop supervisory and management skills.

3. Continue to recognize and reward superior performance and safety practices.

4. Maintain a proper work environment that respects all employees, without reservations.

5. Continue development of work standards to promote efficient and timely completion of responsibilities.

6. Develop and maintain procedures manuals for Bureau operations, safety, and policy.

7. Maintain financial records to support proper Bureau and Departmental operations.

8. Continue development of standards that encourage:

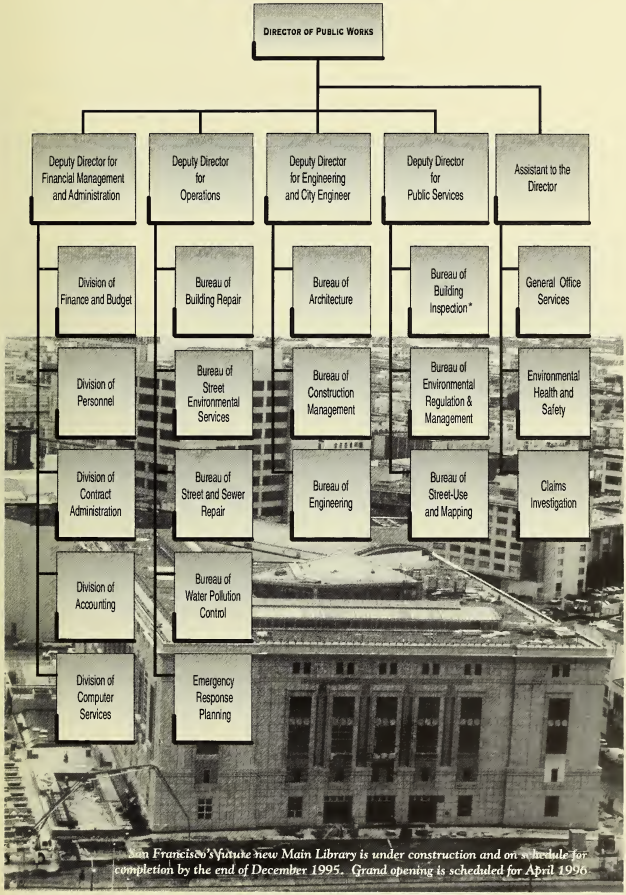
 - High levels of service to public and clients.
 - Communication within and outside Bureaus and the Department.
 - Maintenance of discipline.
 - Participation in training programs.
 - Participation in community activities.

A total of 1,611 positions are budgeted in the Department. As of June 30, 1995, 1,465 of these positions were filled.



"The Old and the New" - San Francisco's existing Main Library and future Asian Art Museum is shown on the left. To the right is San Francisco's future state-of-the-art New Main Library.

Department of Public Works



San Francisco's future new Main Library is under construction and on schedule for completion by the end of December 1995. Grand opening is scheduled for April 1996.

*Effective January 1995, the Bureau of Building Inspection became its own Department and is no longer a part of the Department of Public Works.



View of City Hall Rotunda from top of grand staircase. The staircase, floors, and walls are temporarily protected during the construction project.

GENERAL ADMINISTRATION
OFFICE OF THE DIRECTOR

Director of Public Works, John E. Cribbs
Assistant to the Director, Vacant

The Office of the Director performs the secretarial functions for the Director's Office, conducts the Director's hearings, oversees Board of Supervisors legislation, manages the Department's Office of Environmental Health and Safety, coordinates public information activities, and investigates and coordinates all claims.



Damaged during the Loma Prieta earthquake, this historic fabric of City Hall will be repaired as a part of the City Hall Seismic Retrofit Project.

OFFICE OF THE DIRECTOR

MISSION

The mission of the Director's Office is to support the employees, the Bureau Heads, and the Deputy Directors in their efforts to accomplish the mission of the Department and to provide and maintain a safe work place that is dedicated to preserving employee respect and is dedicated to service. The Director's Office develops and sets the policies for all functions within the Department.

HIGHLIGHTS

- Our successful social, informational, and awards programs were continued this year.
- Continued emphasis was placed on improving utility and client relationships.
- A Department-wide Safety Recognition Program has been developed and on-the-job safety measures continue to be recognized through the Awards Program.
- "Supervisor as a Coach" training classes and "Voices and Choices" for self-assertion training and recognizing harassment were continued this year.

FUTURE

- Continue development of supervisory and management training, safety training, and develop communications within and outside the Department.
- Continue to make all positions in the Department available to those qualified and interested.

CLAIMS INVESTIGATION

MISSION

The mission of the Claims Division is to process claims and submit reports to the City Attorney's Office as quickly as possible. Public Works attempts to resolve as many claims as possible to avoid litigation. When claims cannot be resolved, the Claims Division assists the City Attorney in defending claims that become lawsuits. The Claims Division is a liaison between the Department and the City Attorney.

HIGHLIGHTS

This year, the Claims Division:

- Settled 88% of the total settlements "in-house" without assistance by the City Attorney. The remaining 12% of the settled claims were settled in litigation.
- 6,769 City Attorney requests were handled in the fiscal year.

FUTURE

The Claims Division will:

- Continue to work closely with all Bureaus to develop better record-keeping techniques and procedures to defend the Department against claims and lawsuits.
- Continue to try to settle as many claims as possible prior to litigation.
- Try to reduce repeated accidents.

ENVIRONMENTAL HEALTH AND SAFETY

MISSION

The Environmental Health and Safety Office promotes workplace health and safety through education, consultation, and control of hazards.

HIGHLIGHTS

This year, Environmental Health and Safety:

- Wrote Cumulative Trauma Prevention Program.
- Wrote Workplace Violence Prevention Policy.
- Wrote Return to Work Program.
- Revised Motor Vehicle Accident Prevention Program.
- Converted Computer System to LAN and Oracle.
- Audited Department Injury and Illness Prevention Program performance.
- Conducted evaluations of 128 Video Display Terminals in compliance with the San Francisco VDT Ordinance.
- Responded to 383 requests for health and safety information and 209 requests for Workers' Compensation information.
- In compliance with OSHA laws, trained 1,803 employees and supervisors on health and safety topics.
- Conducted special health and safety training in back injury prevention, confined space entry, lockout/tagout, asbestos, and lead.
- Revised refresher safety tailgates for mandatory training topics.
- Conducted 151 accident investigations.
- Conducted 61 baseline health and safety inspections, including baseline inspection of Oceanside Water Pollution Control Plant; performed industrial hygiene monitoring for noise, dust, lead, indoor air quality, lab chemicals, and ventilation; and recommended controls to be taken.
- Fit-tested 167 employees for respirators.
- Wrote health and safety articles for Wellness and Safety Newsletter on topics such as back safety, stress, off-the-job safety, nutrition, and fitness.

FUTURE

Environmental Health and Safety will:

- Develop a proposal of options for the Department's Fitness Program.
- Continue Supervisor Coaching.
- Conduct supervisor and employee Violence in Workplace training.
- Implement Return-to-Work Policy when issued.
- Investigate options to increase employee involvement in safety programs such as safety committees and behavior modification.



Street Inspector Mario Escalona, inspects the removal of an underground fuel storage tank in the Marina District.



Model of San Francisco's future New Civic Center Courthouse Building at McAllister and Polk Streets. Construction began in June 1995 and the building is scheduled to be completed in May 1997.

FINANCIAL MANAGEMENT AND ADMINISTRATION

Deputy Director, Ann Branston

PERSONNEL ADMINISTRATION
Manager, James Horan

The Personnel Division is responsible for hiring, training, retaining and developing a skilled and diverse work force for the Department.

CONTRACT ADMINISTRATION
Manager, Hugh Havlik

The Contract Administration Division administers the processing of the Department's contracts from advertisement through bid receipt, opening, award and certification.

COMPUTER SERVICES
Manager, James Beals

The Computer Services Division provides Departmental electronic information services, including planning, software development, network and hardware installation and operations.

FINANCE AND BUDGET
Manager, Robert Carlson

The Finance and Budget Division is responsible for budget preparation, grants research and administration, and financial planning, analysis and reporting.

ACCOUNTING
Manager, Nini Leigh

The Accounting Division is responsible for preparing and processing all the Department's accounting and purchasing transactions, preparing grant billings, and performing account analyses.

FINANCIAL MANAGEMENT AND ADMINISTRATION

MISSION

The Mission of the Financial Management and Administration Division is to identify, plan for and develop the financial, personnel, contractual and computer resources, expertise and information needed by the Department to accomplish its goals.

HIGHLIGHTS

PERSONNEL ADMINISTRATION DIVISION

This Division is the central personnel office for the Department and processes all personnel transactions. The Division continued its function of processing appointments and separations and maintaining personnel records and reports. Personnel staff were in constant contact with all Department of Public Works Bureaus regarding various personnel issues, including management and labor relation matters, and Civil Service, Human Resources and Departmental personnel policy and procedures interpretation.

The Payroll Unit continued to participate in a major effort which resulted in a much more efficient procedure for reporting employee time. The new procedure was in place Department-wide during the 1994-1995 fiscal year, as planned, and further refinements are being planned.

The Training and Staff Development Unit provided a variety of training and development services to the Department's managers, supervisors and line staff. Current in-house programs include Key Skills for Supervisors, the New Employee Orientation, publication and maintenance of both an Employee Handbook and a Supervisor Handbook, diversity training and other specialized training that contributes to development of management and supervisory skills. The unit also provided consultation and meeting facilitation services as part of its organizational development strategies.

Finally, our Affirmative Action Coordinator continued to provide technical assistance on all equal employment opportunity related matters to the Personnel Administration Division and all Department Bureaus, including investigating discrimination complaints, preparing the annual Affirmative Action Plan for the Department, and training staff relative to implementation of the Americans with Disabilities Act (ADA).

CONTRACT ADMINISTRATION DIVISION

The Contract Administration Division is responsible for the administration of all Public Works contracts. Activities include advertising for bids, distributing plans and specifications, receipt of bids, bid document processing, handling bid protests, contract awards, and ensuring compliance with insurance, bonding and licensing requirements.

Other activities include monitoring the Department's compliance with the City's MBE/WBE/LBE Ordinance, publishing public notices, processing preliminary and stop notices and responding to inquiries regarding contract status.

A total of 216 contracts were awarded in Fiscal Year 1994-1995, of which 130 were construction related contracts and 86 were Professional Service (includes 14 Master Agreements) contracts. The total value of the contracts amounted to $268,801,587.

COMPUTER SERVICES DIVISION

The Computer Services Division (CSD) designs, programs, operates, and maintains all Department-wide and many Bureau-specific automated information systems needed to support Departmental goals and objectives. CSD provides IBM AS/400, Local Area Network (LAN), Wide Area Network (WAN), and PC (and compatible) hardware, software, network, and support services.

During fiscal year 1994-1995, Department-wide management information needs continued to be addressed through the Department's Financial and Personnel System (FPS), Personnel Status System (PSS), a customized version of distributed FAMIS (San Francisco's City-wide accounting system). Bureau-specific information systems are predominantly LAN-based and are connected via the Department's wide area network.

Streamlining of time and attendance reporting, payroll processing, and labor cost allocation continued throughout fiscal year 1994-1995. The Department's AS/400 computer was upgraded to accommodate more users and the move from daily time-cards to weekly time sheets, which began in fiscal year 1993-1994, was completed in June 1995.

FINANCE AND BUDGET DIVISION

The Division of Finance and Budget's mission is to develop financial resources and reports and prepare analyses needed by the Department to implement and control its projects and programs. Responsibilities include coordination and input of the annual budget, preparation of an annual 5-year Sewer Service Charge Revenue Plan, preparation of an annual Indirect Cost Plan, participation in bond authorizations and sales, development of Departmental capital plans and grant proposals and preparation of financial management reports.

Highlights for 1994-1995 include the preparation of the Clean Water Revenue Plan, preparation of the Transportation Capital Plan and related funding proposals, resolution of many issues regarding FEMA reimbursement and improvements to financial reporting systems.

ACCOUNTING DIVISION

The Accounting Division is the point of origin for documents dealing with the disbursement of funds and collection of revenues, and their guidance through required procedures until final liquidation. It maintains accounts showing appropriations, reserves, allotments, expenditures, encumbrances, and balances for all funds under the control of the Department.

The initial phase of Accounting Automation was implemented late in fiscal year 1993-1994. Full automation of the Accounting Division was abated due to the implementation of the City's new On-Line FAMIS accounting system in fiscal year 1995-1996. In order to make use of this system's functionalities, the Department is limiting its use of the FPS System to monitor labor transactions only.

The policy to bill grants on a monthly basis was revised to exclude bills less than $50,000 which are billed quarterly. Contract payments continue to be monitored so that they are generally processed within five working days of receipt. Review of all outstanding encumbrances, job orders and projects for close-out was started during the fourth quarter in order to facilitate closing, carry forward and conversion of balances into the new fiscal year.

FUTURE

During Fiscal Year 1995-1996, automation will remain a major focus of the Financial Management and Administration Divisions. Starting on July 1, 1995, the Department will transition to the new City and County of San Francisco On-line FAMIS Accounting System. Management and accounting information will be available on a real time basis in the new system, captured at various organization, activity, and funding levels. The Department will also initiate a project to eliminate redundant data entry of payroll information and E-Mail will be implemented in most parts of the Department.



The Tenderloin Children's Playground (18,400 sq. feet) and two story Building (13,500 square feet) opened in May 1995.



Richmond Transport Facilities - Tunnel muck coming off the conveyor into the muck cars at the end of the trailing gear. Note the water sprays used for dust suppression.



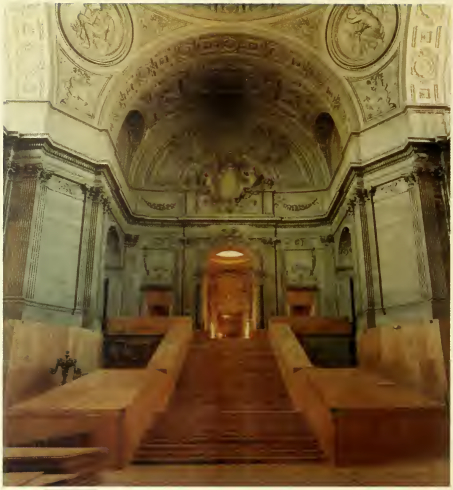
Richmond Transport Facilities - Laser and mount installed at tunnel crown for line and grade control, January 13, 1995.



Islais Creek Transport/Storage Facilities - Napoleon Junction Structure Pile Driving, June 1994.



Islais Creek Transport/Storage Facilities - Davidson Tunnel Jet Grouting, June 1994.



City Hall Seismic Retrofit and Earthquake Damage Repair (Earthquake Safety Program, Phase 2). Protection of Historic Fabric: The grand staircase in the rotunda is covered by temporary protection during construction. Similar protection is provided for historic finishes throughout this local and national landmark.



City Hall Seismic Retrofit and Earthquake Damage Repair (Earthquake Safety Program, Phase 2). Selective Demolition of Ground Floor: The existing floor slab will be removed for strengthening of the foundation and installation of the base isolation system. Steel columns will be cut and shored prior to the installation of isolators.

ENGINEERING BUREAUS

Deputy Director and City Engineer, Robert T. Cockburn

OFFICE OF THE CITY ENGINEER
Project Management, Robert E. Badgley

Planning and Control, Michele Pla
Disability Access, Richard Skaff
Public Affairs, Alex Pitcher

BUREAU OF ARCHITECTURE
City Architect, Norman M. Karasick

The Bureau of Architecture is responsible for providing comprehensive planning, facility management, and architectural services for new buildings and the modernization and renovation of existing public buildings.

CONSTRUCTION MANAGEMENT
Chief, Donald Eng

The Bureau of Construction Management provides overall management, on-site inspection, site assessment and remediation, scheduling, surveying, and testing for the many architectural, capital improvement, and infrastructure construction projects undertaken by the Department.

ENGINEERING
Chief, Donald T. Munakata

The Bureau of Engineering provides civil, structural, and mechanical engineering services, landscape architecture, and project engineering for most City agencies.

OFFICE OF CAPITAL RESOURCES
Manager, George A. White

The Office of Capital Resources is responsible for developing strategies, plans, programs, analysis, and reports in support of the Department of Public Works' infrastructure maintenance, preservation, and enhancement mission.

PROJECT MANAGEMENT

Project Managers manage the major projects. They are responsible for maintaining, organizing, and directing the necessary tasks, planning and control of the work through personnel assigned to their projects. They assure that their projects are on schedule and within the estimated budget. Under the matrix management, the Project Managers are responsible for the success of the assigned projects.

DISABILITY ACCESS COORDINATOR (DAC)

The Department of Public Works Disability Coordinator program provides disability access code interpretation, code development, code training, and access design criteria to Department of Public Works Bureaus and other City Departments (including the Chief Administrative Officer, Port, Airport, Redevelopment, and the Utilities Engineering Bureau), chairs the Department's Accessibility Advisory Task Force and provides code training to private engineers, architects, and others in the community.

PUBLIC AFFAIRS

The function of Public Affairs is to encourage and ensure participation and to provide timely and accurate information to the public. This involves various means, including public tours, fact sheets, press releases, employee training, and public notices. Staff organizes regular public meetings of the Citizens Advisory Committee (CAC) on Wastewater Management and its various subcommittees.

PLANNING AND CONTROL

This unit keeps abreast of regulatory requirements and assures that projects include features to comply with them. Review of projects for compliance with the National Environmental Protection Act and the California Environmental Quality Act is included. This unit also monitors each Bureau's progress towards meeting their management objectives.

BUREAU OF ARCHITECTURE

MISSION

The mission of the Bureau of Architecture is quality public architecture through excellence in management and design. The Bureau of Architecture provides comprehensive planning, facility management, and architectural services for new buildings and the modernization and renovation of existing public buildings.

HIGHLIGHTS

The Bureau of Architecture is currently managing over 150 ongoing projects totaling over $836 Million. The great majority of the work is funded by voter-mandated general obligation bonds, totaling $638 Million.

EARTHQUAKE SAFETY BOND PROGRAM - PHASE I

The $59.7 Million Earthquake Safety Program, Phase I (ESP1), includes 24 projects, 19 of which are facilities for the Fire Department. Also included are projects at Laguna Honda Hospital, California Academy of Sciences, Asian Art Museum, and the Legion of Honor. The scope of work for these projects consists of seismic strengthening, asbestos abatement, condition repair and disabled access.

Renovation projects are completed at Fire Department Station Nos. 2, 8, 11, 15, 21, 38, 40, Arson Task Force, Ashbury Tank, and female bathroom additions for Station Nos. 7, 11, 15, and 38. Construction is in progress at Station Nos. 44, 31, and 36. The contract for Station No. 24 is awarded and bids have been received for Station No. 37. Design for Station No. 37 is complete and will be advertised in late 1995 when Station No. 36 is complete. A building permit has been applied for the Headquarters Project.

The seismic strengthening projects at IZG/Research and Cowell Hall Wing, both at the Academy of Sciences, are completed. The Phase 1 work for the Laguna Honda Hospital Boiler Room and Equipment Bracing project is complete. Phase 2 work for the Secondary Water Supply and Pipe Bracing is nearing completion.

The Legion of Honor seismic upgrade and expansion project is under construction and the Museum is scheduled to reopen in November 1995.

In November of 1994, the voters passed a $41.73 Million bond measure to complement ESP1 funds for the seismic upgrade of the Old Main Library building as future home for the Asian Art Museum. This project will be completed by the year 2000.

EARTHQUAKE SAFETY BOND PROGRAM - PHASE II

The Earthquake Safety Program, Phase II (ESP2), is a $332.4 Million bond issue passed by San Francisco voters in June of 1990 for the following purposes:

- Strengthen selected City-owned buildings to withstand seismic forces.

- Repair damage caused by the October 17, 1989 Loma Prieta Earthquake to General Fund, City-owned, buildings.

- Complete accessibility and asbestos abatement work in areas impacted by earthquake repair work.

- Take advantage of the construction opportunities created by the above scope of work to complete facility preservation work, if feasible.

- Replace Zoo subsurface utilities: water, gas, electrical, and sewer lines.

To date $191.46 Million in bonds have been sold while FEMA/OES have made up the difference through funding commitments of over $120 Million. The bond issue covers 191 City-owned facilities. One hundred seventy-one require earthquake damage repairs only, of which 169 projects have been completed, including seismic upgrades to the Spreckels Temple of Music, Palace of Fine Arts, and Clarendon Hall at Laguna Honda Hospital.

Twenty facilities include both seismic strengthening and earthquake damage repair. The Ingleside Police Station is completed. Bill Graham Civic Auditorium is under construction, about 75% complete, and will be completed in November 1995. The City Hall Seismic Project construction contract was awarded to Huber Hunt & Nichols for $102,899,000. Construction is about 15% complete. The War Memorial Opera House project is in the bidding phase. Design is nearing completion for Department of Public Health Headquarters while the remaining projects are in planning and conceptual design stages.

LIBRARY BOND PROGRAM

In June 1988, voters approved $104.5 Million for a new Main Library, and $5 Million for renovations to branch libraries.

The new Main Library occupies the block bounded by Fulton, Grove, Larkin and Hyde Streets. It integrates a classic beaux arts style, compatible with the "public heart" of the Civic Center, with a more contemporary configuration facing Market Street.

The construction costs, funded by general obligation bond funds, are estimated at $92 Million. Through one of the largest public/private partnerships in San Francisco, additional funds have been raised from private contributions for special enhancements, interior furnishings and fixtures which are not part of the base building construction.

The contractor, Huber Hunt and Nichols, is on schedule to complete the construction of the new Main Library by the end of December 1995. The grand opening is scheduled for April 1996.

In the Branch Library Program, renovation projects have been completed at Park Branch, Sunset Branch and Presidio Branch. Construction is underway at Chinatown Branch, with anticipated completion in March 1996. Design for Mission Branch Library will be complete in April 1996.

SAN FRANCISCO FIRE DEPARTMENT BOND PROGRAM

In November 1992, $40.8 Million General Obligation Bonds were approved by the voters for the construction and renovation of thirty-two (32) Fire Department facilities. The program scope includes seismic strengthening, disabled access, asbestos abatement, separate facilities for female and male fire-fighters, and related acquisitions, such as acquisition of the 1415 Evans Avenue property now housing the San Francisco Fire Department's Bureau of Equipment.

The first bond sale of $16.4 Million and second bond sale of $10.1 Million have provided funding for design, engineering, and construction of 19 projects, as well as the aforementioned acquisition. At eight facilities, urgently needed improvement work that included the replacement of apparatus doors and roofing systems have been completed. Seismic strengthening reconstruction at Station No. 21 is completed. Major renovation started in June 1995 at Station Nos. 16 and 43. Construction is anticipated to start in early July 1995 at Station Nos. 9 and 23. Projects at Station Nos. 3, 10, 17, 26, and 39 will be advertised for bid by the end of the year. Design and preparation of construction documents is continuing for Station Nos. 18, 25, 34, 41, and 42.

NEW SHERIFF'S FACILITY

This new five-story building, located next to the Hall of Justice, contains an Intake/ Release Center, Med/Psych Facility and Work Furlough Center. This project will lessen jail crowding by providing 360 work furlough beds and 76 beds for forensic services. The facility started a phased opening at the beginning of 1995 after substantial completion in December 1994. A Partial Temporary Certificate of Occupancy was issued in May 1995.

SFO AIRPORT UNITED AIRLINES GARAGE

This project is the first phase of construction of the $2.5 Million Airport Master Plan. Construction of the new 3,200 car, one million square foot parking garage is about 30% complete and the garage is scheduled to open in late 1996. The project will allow for the vacating of terminal lots in order to implement the New International Terminal portion of the Airport Master Plan. The state-of-the-art garage features helical ramp circulation, glass-enclosed elevators, open stairways and a pre-cast concrete panel exterior.

SOUTHEAST TREATMENT PLANT

The Bureau is providing design services to the Bureau of Engineering for several projects at the Southeast Treatment Plant:

- The Rankin Street Pump Station is a $30 Million project adjacent to the Southeast Plant. This facility will be able to handle up to 180 million gallons per day of combined sewage and water. Construction started in January 1994 and is scheduled for completion in January 1996.

- The Headworks is a $17 Million project inside the Southeast Plant which is tied to the new Pump Station operations. This facility will provide removal of grit and

debris from storm water and raw sewage from the Rankin and Channel Pump Stations. Construction started in June 1994 and is scheduled for completion in 1996.

- Contract 1, Primary Effluent Chemical Disinfection System and associated work, for $15 Million, is in the construction phase. Design work for the $12 Million Contract 5, Primary Sedimentation System Upgrade, is complete and the project will be bid the summer of 1995.

MENTAL HEALTH SKILLED NURSING FACILITY BOND PROGRAM

The 185 bed mental health facility, with project cost of $27 Million, was completed in the spring of 1995. The facility is located at the north edge of San Francisco General Hospital and is scheduled to begin providing patient care in the fall of 1995. The facility will provide San Francisco residents with a level of care that currently can be obtained only by contract with other counties around the State.

SAN FRANCISCO POLICE DEPARTMENT BOND PROGRAM

This $28 Million Bond Program was approved in November 1987 to update the structural and functional requirements of nine neighborhood police stations and one training facility. The program provides modern, safe facilities for police while allowing for increased community interaction by adding neighborhood meeting rooms.

In prior years, projects have been completed at the Richmond Station, Ingleside Station, and the Pistol Range. Construction was completed this fiscal year on the new $4.5 Million building combining the Mission Police Station and Juvenile Division. The building was dedicated by the Mayor in December 1994. Construction is underway on the $3.5 Million renovation of Taraval Police Station and the $2 Million renovation project for Park Police Station and Golden Gate Stables. Bayview Police Station was re-advertised during Fiscal Year 1994-1995 and a bid is being evaluated.

SAN FRANCISCO GENERAL HOSPITAL PARKING GARAGE

Construction is underway for the $13.4 Million 800-space parking garage that will serve San Francisco General Hospital staff, patients, visitors and the surrounding community. Completion is scheduled for the summer of 1996.

The parking structure has six levels of parking and fits within the 40-foot height limit allowed by the zoning ordinance. One-third of the site will be reserved for surface parking which, if the decision is made to expand the garage, could be the site of a 400 car addition.

TENDERLOIN CHILDREN'S PLAYGROUND

The Tenderloin Children's Playground is a new 13,500 square foot, two story building and new 18,400 square foot playground for the exclusive use of children up to the age of 16 years. Construction was completed and the building was equipped, staffed, and opened in May 1995. The total project cost, not including land, was $4.6 Million

The building was designed by the Bureau of Architecture for the Recreation and Parks Department to address the needs of the estimated 4,000 children in the Tenderloin. The General Manager of the Recreation and Parks Department has referred to the building as "the flagship" facility for the department and the project was featured in articles in the Christian Science Monitor, International Edition, 4/20/95, and the New York Times, National Edition, 4/21/95.

CANDLESTICK PARK STADIUM IMPROVEMENTS

The City of San Francisco has been selected as the host to Super Bowl 33 in 1999. The Department of Public Works is working with the Department of Recreation and Parks and the Mayor's Office to obtain funding and implement improvements valued at $25 Million, over the next three years, for this event. To date, seat additions to the Upper Level were funded and completed this fiscal year for approximately $650,000. Additional improvements may include a new Press Box, plumbing and electrical repairs, field irrigation, parking lot resurfacing and new restrooms at the parking lots. Improvements for accessibility are planned throughout the stadium.

YOUTH GUIDANCE CENTER

The Youth Guidance Center (YGC) includes eleven departments that provide services to youths and their families and Juvenile Hall where youths are detained by the Juvenile Courts. YGC is continuing a program of renovations totaling over $3 Million to address health and life safety related conditions at the facility.

Several projects are under construction, including new security windows, compartmentalization of corridors, and installation of fire alarms. Also started at the end of this fiscal year were projects to improve disabled access to the facility and the replacement of the perimeter fence with a new security fence.

Painting the exterior of the Administration building, repair of over 200 windows, and replacement of the emergency generator diesel fuel tank were completed this fiscal year. Painting of the window frames has begun and will be completed in fiscal year 1995-1996.

PROGRAM MEASUREMENTS

PREVIOUS YEAR 1993-1994

Thirty-five (35) projects were advertised at an estimated construction cost of $109.4 million.

Construction value earned during the year totaled $77.3 million.

Thirty-five (35) projects were awarded at a Construction Cost of $84.8 million. Four of these projects were designed by the Bureau of Architecture but advertised and awarded by Department of Public Works - Bureau of Building Repair and Bureau of Engineering.

CURRENT YEAR 1994-95

Twenty-three (23) projects were advertised at an estimated construction cost of $188.8 million.

Construction value earned during the year totaled $101.4 million.

Twenty-one (21) projects were awarded at a Construction Cost of $169.8 million. One of these projects, the Airport United Airlines Garage, was designed by the Bureau of Architecture but advertised and awarded by Department of Public Works, Bureau of Engineering.

CONTRACTS AWARDED BY BUREAU OF ARCHITECTURE

	Previous Year 1993-1994		Current Year 1994-1995	
Type of Project	Awarded Contracts	Aggregate Value	Awarded Contracts	Aggregate Value
Civic Center	*5*	*$21,910,280*	*1*	*$573,000*
Earthquake Repairs	*4*	*4,254,301*	*2*	*112,670,000*
Miscellaneous	*2*	*2,839,231*	*1*	*11,445,000*
Public Health	*7*	*3,008,999*	*0*	*0*
Public Libraries	*1*	*3,164,832*	*2*	*84,800*
Public Safety	*11*	*4,281,058*	*10*	*7,134,000*
Recreation and Park	*1*	*3,566,000*	*4*	*1,307,700*
Total	*31*	*$43,024,701*	*20*	*$133,214,500*
Contracts Awarded by Others (Department of Public Works, Bureau of Engineering and Bureau of Building Repair)	*4*	*$41,807,903*	*1*	*$36,600,000*
Grand Total	*35*	*$84,832,604*	*21*	*$169,814,500*

FUTURE

The mission of the Bureau of Architecture is quality public architecture through excellence in management and design. During fiscal year 1995-1996, the Bureau will:

- Continue the customer satisfaction survey quality program, including surveys and interviews with all client departments. At the end of fiscal year 1995-1996, one complete cycle of surveys with action plans will have been completed for 25 clients.

- Meet 100% of client requests for archival digital documents and achieve production efficiencies on producing contract documents.

- Establish a systematic quality assurance function and process, focusing on service, delivery improvements, and cost efficiencies by conducting design reviews, peer reviews, ADA compliance checks and constructability analyses of selected projects. This will include a Code Compliance Section for review of construction documents to expedite the permit process and to facilitate resolution of code construction issues. The Bureau will assure that this function is adequately staffed.

- Develop an expanded Change Order Monitoring and Control System. Continue to hold change orders due to errors or omissions in construction documents to less than 3% on the awarded amount for all projects.

- Review, consolidate, and revise the standard reference specifications.



City Hall Lightwell from 3rd Floor elevator lobby. The top of the second floor flag case is seen in this picture with temporary protection during construction.

BUREAU OF CONSTRUCTION MANAGEMENT

MISSION

The mission of the Bureau of Construction Management is to serve the people of San Francisco by providing construction management services on a variety of Public Works projects. The Bureau is responsible for ensuring that all construction projects are completed in a timely manner, consistent with technical plans and specifications, and within budget constrictions, while mitigating public impacts.

ACCOMPLISHMENTS FISCAL YEAR 1994-1995

- Managed construction of Clean Water Projects in excess of $177 Million.
- Provided for improved safety procedures.
- Continued training upgrade.
- Managed construction of Architectural Construction Projects in excess of $125 Million.
- Established contacts with Airport to manage part of the $2.5 Billion construction program.
- Managed Site Asbestos Remediation Program for the Department of Public Works and the City and County of San Francisco.
- Provided environmental services for the Departments of Public Works, Public Health, Public Utilities Commission, the Port, and other City Departments.
- Responded to emergencies in environmental issues.
- Managed $47 Million of Capital Improvement facilities.
- Provided over 1,800 hours of training and inspection certifications.
- Managed $30 Million of General Engineering Projects.
- Moved the Materials Testing Lab to a permanent location.

HIGHLIGHTS

CODE ENFORCEMENT PROGRAM

The new Code Enforcement Program provides technical assistance and training regarding codes and permit issues to all Department of Public Works Bureaus. This unit acts as liaison with other City Departments, particularly the Department of Building Inspection, to assist in resolving code-related construction issues. Included in the charge of this Division is the development and maintenance of an up-to-date Records Management System.

CIVIC AUDITORIUM SEISMIC UPGRADE

This seismic upgrade project will strengthen the building's structure in order to better withstand earthquake forces and prevent unrepairable damage. The strengthening scheme chosen is fixed base, shear wall. Asbestos abatement and accessibility upgrades required to complete the strengthening and repairs to earthquake damage suffered from the Loma Prieta event are a part of this project.

TENDERLOIN CHILDREN'S PLAYGROUND

The new Tenderloin Children's Playground and Recreation Center is located at 570 Ellis Street (between Hyde and Leavenworth Streets). The facility includes a new playground and 13,000 square foot, two story multipurpose building which includes a small gymnasium/multipurpose room, activities area, art/crafts room, two kitchens, two multi-use classrooms, toilets, upstairs exterior patio, and required auxiliary spaces. This facility will serve the estimated 4,000 children and young adults (up to age 16) in the Tenderloin neighborhood.

The $8 Million was paid for with a combination of State Park Bond Act monies, and funds from the City's Open Space and Park Renovation Program which was approved by the electorate in 1990.

TARAVAL POLICE STATION

The Taraval Police Station is an existing district police station built in 1927 and located at 2345 - 24th Avenue (near Taraval Street). This project is a complete renovation, seismic upgrade and addition to that building. When completed, the station will function as one of three City-wide police emergency command centers. The project is part of the San Francisco Police Department's 1987 Proposition A Bond Program.

CITY HALL SEISMIC RETROFIT

In June 1990, San Francisco voters passed a $332.4 Million General Obligation Bond for Earthquake Safety Program, Phase II. The bond program provided funding for repair and/or seismic retrofit of numerous City buildings damaged in the 1989 Loma Prieta Earthquake, including City Hall and several other major Civic Center buildings.

A base isolation scheme was recommended by the repair study, and later on selected for the retrofit because it would cause the fewest disruptions to the historic fabric and because of its cost-effectiveness compared to the other schemes.

The scope of work includes seismic strengthening and earthquake damage repair, in addition to other code mandated work such as disabled access and hazardous materials abatement. The lump sum construction contract of $102,877,000 was awarded to Huber, Hunt & Nichols on February 6, 1995. The Notice to Proceed was issued on March 6, 1995. Construction time is limited to thirty-two (32) months.

Construction is progressing on schedule. Documentation of the existing condition is close to completion and protection of the building is well underway. Soft demolition of the ground floor started in June, to be followed by removal of the concrete slab on grade and cutting/shoring of the columns. Construction, especially the removal/shoring of critical structural elements and installation of base isolators will follow a recommended sequence so that the stability of the building is maintained. Prototypes of the base isolators are currently being produced and tested; the first shipment is expected in September 1995.

NEW MAIN LIBRARY

In June 1988, San Francisco voters approved a bond measure to construct a new library on Marshall Square (one block directly south of the existing Main Library). The construction costs, to be funded from both bond and Library Foundation funds, are estimated to be approximately $90 Million. Construction started in March 1993, with completion scheduled for November 1995. The Library will be open for service in early 1996. The structure will be six stories above ground with one level below ground containing seating for 2,013 users. The building is designed for maximum accessibility.

INFRASTRUCTURE PROJECTS

Numerous projects were completed to rehabilitate the City's infrastructure. These included streets, sewers, cisterns, auxiliary water supply system facilities, street lighting, traffic signals, parks and recreation facilities, handicap facilities, and heating and ventilation in City buildings.

RICHMOND TRANSPORT

The Richmond Transport is a 10,200 foot long, 14' diameter tunnel which will be completed around March 1996. It will connect existing wet weather sewers in the Richmond District to the westside box at Fulton Street and will eliminate sewage overflows at Baker Beach and reduce the overflows at China Beach Outfall from 50-70 overflows per year to 8 or less overflows. The project is on schedule with work currently focused on mobilization for the concrete lining, completing the drilling and blasting of the Mile Rock Overflow.

ISLAIS CREEK FACILITIES

Work continues on Islais Creek facilities. This year, one project was completed (Contract "C") with work starting on three new projects: Custer Avenue Wet Weather Transport (Contract Two) and Islais Creek Transports (Contracts B and D). Upon its completion in 1996, the Islais Creek Facilities will provide for storage and treatment of thirty-seven million gallons of sewage during wet weather periods.

MATERIALS TESTING LAB RELOCATION

The Chlorine Receiving Building in the North Point Plant, at Kearny and North Point Streets, was renovated to house the Department's new Materials Testing Lab. Work included all new interior work, lighting, plumbing, fire protection, heating-ventilating, electrical systems, and communication-alarm signal systems. Under time constraints, the contractor was able to complete the project in time for the Lab to move out of City Hall in order for the City Hall Seismic Retrofit project to begin.

LOMBARD STREET IMPROVEMENT

The brick-paved block of Lombard Street known as "the crookedest street in the world" is getting a $1.1 Million face lift. The project includes replacement of the water and sewer pipes and the entire roadway on Lombard, the repaving of Montclair Terrace, and the replacement of the old galvanized pipe rails on the Lombard

stairway with ornamental iron handrails. Construction began in late May and is scheduled to last 100 days.

AIRPORT PARKING GARAGE

The Airport Parking Garage was started in August 1994. The garage is located across from the United Airline Maintenance Facility. The parking garage on South Airport Boulevard is designed for the Airport Commission's tenant, United Airlines. This garage will have a 3,200 car capacity, bus loading zone, handicap stalls, and direct fire/communication link capacity to the central security office.

SOUTH EMBARCADERO ROADWAY

The South Embarcadero Roadway project was started in October 1992. This portion of the roadway is located on the Embarcadero, between Folsom and King Streets, and on King Street, between Embarcadero and Third Street. This year, the project completed resurfacing the roadway, installing tracks for light rail vehicles, planting palm trees, installing street lights, and construction of a promenade with historical brass plaques and art ribbon along the project alignment. This project was completed in October 1994.

NORTH EMBARCADERO ROADWAY

The North Embarcadero Roadway project was started in July 1993. This portion of the roadway is located on the Embarcadero, from Broadway to Northpoint Streets. Phase I, which was completed this past fiscal year, included realigning the sewer drainage work, installing tree trenches for the numerous trees, resurfacing the roadway, and providing new sidewalks which are accessible to the disabled. In the coming year, the project will also include repairing the marginal wharf over the seawall, track installation and, finally, new traffic signals which are coordinated for smoother traffic flow.

HOSPITAL PARKING GARAGE

The Hospital Parking Garage was started in February 1995. The garage is located at 24th Street and San Bruno Avenue, a former MUNI maintenance facility which was considered surplus property. The parking garage is designed for hospital employees, visitors, and neighborhood business traffic. This six story garage covers two-thirds of the city block with an 870 vehicle capacity. This garage will alleviate the heavy congestion of parking around the hospital which is surrounded by residential neighborhood on one side and the 24th Street business corridor on the other side.

Projects

Architectural Projects

2117Q	*Main Library Repairs*	*$ 344,800*
2126Q	*Marina Green*	*$ 117,701*
2368U	*City Hall Tenant*	*$ 2,999,000*
4983A	*Taraval Police*	*$ 2,748,916*
4985A	*Park Police*	*$ 1,797,000*
5133A	*Candlestick Park*	*$ 6,500,000*
2331U	*Tenderloin Playground*	*$ 2,674,080*
5225A	*SFFD #44*	*$ 1,462,000*
5334A	*SFFD #31*	*$ 1,695,913*
5335A	*SFFD #40*	*$ 1,046,000*
5372A	*SFFD #36*	*$ 1,149,776*
5409A	*SFFD #15, 21, 38*	*$ 1,403,500*
5410A	*SFFD #11 Ashbury*	*$ 936,100*
5453A	*LHH Pipe*	*$ 1,120,000*
2288U	*City Hall Seismic Upgrade*	*$ 102,877*
2231U	*Civic Auditorium Seismic Upgrade*	*$21,736,000*
5418A	*New Main Library*	*$86,619,800*

Clean Water Projects

7203E	*Custer Ave. WWT- Contract 2*	*$ 3,900,000*
7204E	*New Headworks - Contract 3*	*$16,500,000*
7205E	*Rankin Pump Station - Con. 4*	*$25,332,000*
1236W	*Islais Creek "B"*	*$17,100,000*
1225W	*Islais Creek "C"*	*$38,828,000*
1237W	*Islais Creek "D"*	*$25,400,000*
1240W	*Islais Creek "E"*	*$19,720,000*
7179E	*Richmond Transport*	*$29,927,000*

Capital Improvement

1146M	*SFIA Parking Garage*	*$36,412,000*
7151E	*North Embarcadero*	*$21,621,862*
5307A	*SFGH Parking Garage*	*$11,377,000*

General Construction

All projects	*Sewers, Pavement, Street Lighting, etc.*	*$30,000,000*

MAJOR GOALS FOR FISCAL YEAR **1995-1996**

THE BUREAU OF CONSTRUCTION MANAGEMENT WILL:

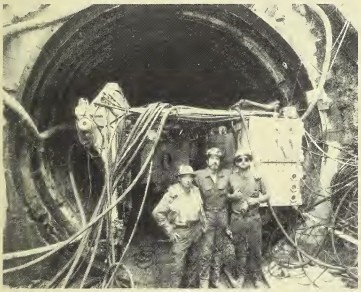
- ▼ Continue management of Architectural Projects.
- ▼ Continue management of Clean Water Projects.
- ▼ Continue training upgrade.
- ▼ Continue managing the Capital Improvement Projects.
- ▼ Computerize construction payments.
- ▼ Streamline and cut cost of Hazardous Material Proposal.
- ▼ Continue upgrading Construction Management Procedures.
- ▼ Incorporate Code Enforcement Division into BCM.
- ▼ Set-up a policy to organize Records Center for Tri-Bureau.



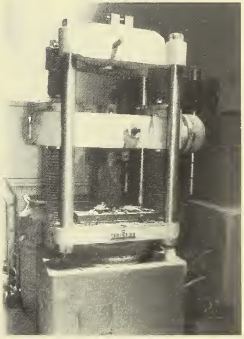
Miners at work at Islais Creek, Contract E, tunnel. Note the tunnel boring machine in the background.



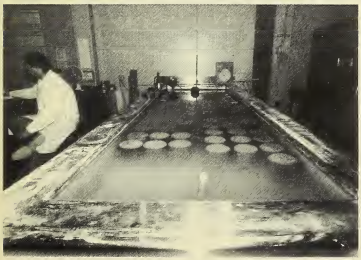
The world famous "Crookedest Street" during construction of its $1.1 million face lift.



Islais Creek Contract E - Three miners, Jack Bowling, Allan Holder, and Joe Archutowski, at Davidson Avenue tunnel end.



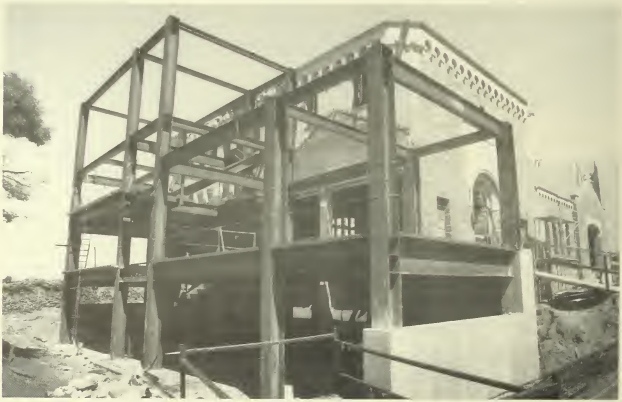
New Materials Testing Lab at North Point - Concrete compressive strength test specimen at failure.



New Materials Testing Lab at North Point - Temperature control water tank for curing concrete test specimen.



On-call and ready Police vehicle at Mission Police Station. The station was dedicated in December 1994.



Structural frame of the new addition to the Taraval Police Station. The station, originally built in 1927, is undergoing a complete renovation, seismic upgrade, and the includes the construction of an addition.

BUREAU OF ENGINEERING

MISSION

The mission of the Bureau of Engineering is to serve the people of San Francisco by providing planning, design, and consulting services to City Departments and to assist in the management of City streets, sewer system, and structures. The Bureau is responsible for assuring that projects are completed on schedule, adhere to applicable codes and standards, and are within budget. The Bureau applies engineering analysis to help optimize use of maintenance and capital funding.

HIGHLIGHTS

The following is a brief description of some of the major projects in the various disciplines.

LANDSCAPE ARCHITECTURE

This Section is responsible for the design of City parks, urban spaces, and streetscapes. During Fiscal Year 1994-1995, several construction projects were completed. A new parking lot and vista overlook was completed at the Mansell Street entrance to John McLaren Park to provide off-street parking and to take advantage of the sweeping views. The West Portal Playground was renovated with disabled access improvements and a new play-structure. The new Tenderloin Recreation Center was completed with a new play yard and play structure to provide essential recreational opportunities for the large youth population in the neighborhood.

Projects scheduled to be completed this year include India Basin Shoreline Park, Mission Dolores Park Soccer Field, Esmeralda Steps in the Bernal Heights district and Washington Hyde Park in Chinatown.

STREETS AND HIGHWAYS

This Section is responsible for the civil engineering design of roadway and pavement renovation projects. Streets and Highways produces contract drawings, specifications, and cost estimates for bid by contractors and for work by City forces and provides design support services to other design sections and City Departments that require roadway engineering.

Construction was completed on the South Embarcadero segment of the Waterfront Transportation Projects and continued on the North Embarcadero segment. Design was completed for the King Street segment, with construction anticipated to start by the end of 1995. Design was completed and construction began on the reconstruction of Lombard Street, between Leavenworth and Hyde Streets, also known as the "Crookedest Street in the World."

In the coming year, Streets and Highways Section will complete design of the Bernal Heights Project and the Potrero Hill District Track Removal Projects. For the

Mid-Embarcadero segment of the Waterfront Transportation Projects, the Environmental Impact Report is scheduled to be completed so that design can start. Projects that are currently under design are: Cesar Chavez Boulevard (Army Street) widening, Bayshore Boulevard Rechannelization, Sixth Street sidewalk widening, and other various streets and roadway improvement projects. Other projects that the Streets and Highways Section is involved in include the Terminal Separator Structure Planning and the Treasure Island Reuse Study.

STRUCTURAL ENGINEERING

The Section provides design for new structures and seismic retrofit design of City-owned buildings, bridges, and sewers. The Structural Section provided structural design this year for the new Rankin Street Pump Station Project (Contract #1 and #2), retrofit of fire stations, the King Street Roadway Project, and one bridge structure. The section also continues to respond to emergencies resulting from landslides and rockfalls. This year was disastrous due to the heavy rainfalls as the Section responded to more than twenty rockfalls and landslides that required immediate action (Telegraph Hill, Twin Peaks, and in the Bernal Heights areas). The Department is awaiting FEMA's assessment on the mentioned affected areas and for funding to correct the problems. An emergency contract for the slope on the west side of Bernal Height was let to mitigate the rockfall hazards to the public.

ELECTRICAL ENGINEERING

This Section is responsible for providing cost effective electrical design and instrumentation design packages for various City Departments and acts as their consultant in matters related to electrical power and control. During this year, Electrical Engineering participated in the design of Candlestick Park Traffic Signals, fire stations, Chinatown street lighting, and numerous traffic signal projects.

MAINTENANCE ENGINEERING

This Section was formed this year to provide maintenance engineering services to the Bureau of Water Pollution Control (BWPC). The Section's goal is to reduce the Bureau's maintenance costs by increasing the useful life of machinery by providing precision balancing and alignment, by predicting failure and optimizing the use and operation of equipment vibration trending and analysis, acoustical analysis, and oil analysis, by providing safe and efficient operation with design modifications, by specifying quality equipment and parts, by standardizing to reduce warehouse inventory and repair time, and by determining the root causes of failures to reduce repetitive failures.

Optimizing of this new Section is proceeding as planned and benefits are already being mapped in the form of reduced maintenance costs, settled warranty issues, and various solutions have been provided for safety and material handling problems.

The Section was recently recognized by the Vibration Institute of North America.

HYDRAULICS

This Section is responsible for the design of the City's sewer and drainage projects. During this year, the 12' diameter Richmond Transport/Storage tunnel "holed-

through" and work continued with lining the tunnel and completing the connection to the existing used Mile Rock Outfall.

Also during this year, on the Bayside Combined Sewer Overflow (CSO) projects, construction of the Islais Creek Transport/Storage facilities continued. Contract C, under Barneveld Street, was completed. Contract E, to tunnel under US 101, continued. Contract B, to replace the Caltrain bridge over Cesar Chavez Boulevard (Army Street), began. Contract B will make connections to contract A, C and E and tie these four projects together. Also, Contract D, on the north shore of Islais Creek, will start construction in late June 1995. Its completion in December of 1996 will result in tying all five Islais Creek Transport/Storage contracts together with a series of a large size box sewer, pipe sewer, tunnels and weir control overflow structure to control combined sewage overflows (CS0) into Islais Creek. Near Islais Creek, construction of the Rankin Street Pump Station continued. The New Headworks and Effluent Control Structure Contract and the Custer Avenue Wet Weather Transport Contract also began. The completion of these projects, and the Activation Contract to follow, will enable the City to comply with the San Francisco Bay Regional Water Quality Control Board (RWQCB) Cease and Desist Order to reduce CSO into Islais Creek from a current annual average of 46 to 10 events.

Emergency repair and replacement projects hit an all time high with 35 contracts in this one year exacerbated by the heavy winter rains. While predominately one block sewer replacements, the dollar value sums to almost $9 Million as contrasted to $5.5 Million spent a year ago.

With the passage of Proposition "D" in November of 1994, planning has began on the first of five large sewer flooding control projects. The first one is a $7 Million sewer enlargement in the southeast corner of the City. The work will be coordinated with San Mateo County.

ENVIRONMENTAL ENGINEERING

This Section provides environmental engineering services for Water Pollution Control Facilities. The services are: (1) facilities planning and design including equipment and process selection; (2) design and construction coordination; (3) process start-up; (4) process troubleshooting; (5) as-built drawing and Operating & Manual modifications and cataloging; (6) research and testing of processes and equipment; and (7) regulatory assistance for the Water Pollution Control Facilities.

The Section's goal is to maintain and improve the efficiency and reliability of wastewater treatment facilities. Two examples of process troubleshooting assistance for the 1994-1995 fiscal year are given below:

▼ Southeast Water Pollution Control Plant

A significant amount of crystalline precipitate was forming in the storage tanks and transfer pipelines reducing chemical storage capacity and restricting pipe flow by the use of a 30-40% sodium bisulfite solution which is needed for the removal of chlorine residual. Environmental Engineering implemented a feasibility analysis which showed that the Bureau of Water Pollution Control could change over to a 22% bisulfite solution while still meeting water quality requirements. The change over was successfully made in April 1995.

▼ Oceanside Water Pollution Control Plant

The primary sedimentation system at Oceanside had a dramatic decrease in solids removal efficiency down to 40% solids removal from the normal 55-60% removal range. The final effluent discharge limits were not compromised, but this reduction in removal efficiency was a problem for the Bureau's Operations staff due to the presence of thick sludge blankets, septicity, and off-gassing. Because of the inefficiency in the primary process, up to 2.0 to 2.5 times more secondary sludge was being produced than primary sludge. This imbalance affected the solids handling process resulting in excessive foaming in the digesters, reduced dryness in dewatering and added hauling costs.

Environmental Engineering investigated the problem and determined two main causes for the lack of primary solids removal: (1) the physical configuration of the longitudinal flights and; (2) low sludge pumping.

Corrections were made and, since the modifications, the primary sedimentation system has been operating quite well. Consequently, the ratio of primary to secondary sludge has returned to within normal parameters and the plant has achieved noticeable improvements through the solids handling process.

MECHANICAL ENGINEERING

This Section designs mechanical systems for sewage treatment plants, buildings, the Fire Department Auxiliary Water Supply System and underground storage tanks. During the past year, the Mechanical Section has helped provide the design leadership required to bring the Southeast Water Pollution Control Plant into compliance with Clean Water Standards as part of a $70 Million plant renovation program including the Rankin Pump Station.

Other notable accomplishments of the Mechanical Section include replacement of essential Wastewater Pump Station components serving diverse neighborhoods such as the Seacliff area and the southwest portion of the City. In addition, the Section has addressed and solved odor control problems at the Northpoint Wastewater Treatment Plant near Fisherman's Wharf.

The Mechanical Section has designed a multi-year, 6-mile extension of the City's underground high pressure water system that serves fire hydrants and building sprinkler systems.

Air conditioning and ventilation upgrades totaling $10 Million have been the focus of this Section's design efforts covering fire stations, police stations, library branches and numerous other City Department facilities.

PROJECT DEVELOPMENT

This Section has three areas of responsibility, as follows:

▼ The Pavement Management Group maintains an inventory of City-maintained street pavements and their condition, investigates citizen complaints about pavement condition, and coordinates maintenance scheduling with utility

companies and other entities that maintain subsurface infrastructure. They are the City's coordinators for the Committee for Utility Liaison on Construction and Other Projects (CULCOP) which is the forum for informational exchange for all agencies active in the City's streets. The Pavement Management group also maintains the City's inventory of street railway franchises and coordinates the City's removal of abandoned tracks. Pavement Management recently completed reviewing all streets without a record of acceptance for maintenance to determine which should be accepted and updated and prepared a report on the City's inventory of spur tracks.

- The Curb Ramp Management Group is responsible for path of travel, disability and accessibility standards at street crossings, incorporating these requirements in the City's Standard Specifications for curb ramps, and obtaining compliance in the construction of new and upgraded curb ramps. They inspect approximately 1,200 curb ramp sites per year, investigate complaints about existing ramps or sites where new curb ramps are needed, and coordinate the City's curb ramp construction through private developers, contractors and City Forces. They are currently reviewing all curb returns serving public facilities to assure accessibility.

- The Sewer Management group reviews videotapes of sewer inspections to identify the need for repair or replacement and coordinates sewer maintenance with other maintenance, notably street paving. Of over 800 tapes reviewed last year, 200 showed conditions requiring maintenance. The group is now compiling and verifying information to be in a computerized Sewer Maintenance System, linked to the Pavement Management System and to the City's forthcoming Geographic Information System.

MANAGEMENT INFORMATION SYSTEMS

The Management Information Systems (MIS) Section is responsible for maintaining the Bureau of Engineering's computer needs. The goal of this Section is to insure that all computers are in good running condition, as well as to assure that all of the software needs are being fulfilled. MIS also generates reports for the Bureau, such as the Cost Control Report and Milestone Report and maintains a current library of active job orders on each of the Bureau's projects. In addition, MIS coordinates and evaluates the Bureau's staff training in use of computer systems and application software. These applications include DOS, Windows, Word Processing, Data Base, Spreadsheets, CAD and Local Area Network (LAN). MIS also researches, evaluates and implements the purchase of new computer systems.

During the year, this Section completed the installation and implementation of an IBM LAN system at 30 Van Ness Avenue, 5th Floor. Next year, implementation of a LAN for 1680 Mission Street is anticipated. The implementation of LAN for the Bureau of Engineering's various design groups increased productivity and operational efficiency, and enhanced the sharing of resources. The connectivity and integration provided by LAN also enables the Bureau to streamline and simplify software installation, automate file maintenance, and provide uniform backup of all data.

This year, the 5-year goal of centralizing most of the Bureau's engineers together with the architects in two Civic Center buildings was accomplished.

MAJOR 5-YEAR GOALS

- Standardize the use of Computer Assisted Design and Drafting on engineering projects.
- Develop a Sewer Management System.
- Improve training in San Francisco Building Code and ICPO codes.
- Improve project delivery to clients.
- Implement a Local Area Network at 1680 Mission Street.



Rankin Pump Station - Rebar work for the manifold room of the Rankin Pump Station. Construction is scheduled for completion in January 1996.

OFFICE OF CAPITAL RESOURCE MANAGEMENT

MISSION

The mission of the Office of Capital Resource Management (OCRM) is to develop strategies, plans, programs, analyses, and reports supporting the Department of Public Works infrastructure maintenance, preservation, and enhancement mission. The major programs and activities of the Office of Capital Resource Management are as follows:

- Facility Condition Monitoring Program.
- Earthquake Safety Planning and Assessment Program.
- Geographic Information Systems (GIS) Program.

These programs support the Deputy Director for Engineering with capital resource planning and analysis necessary to structure efficient and effective decisions on the allocation of limited financial resources.

HIGHLIGHTS

FACILITIES CONDITION MONITORING (FCM)

A major goal of the Facility Condition Monitoring Program is to provide at least one complete inspection of the condition of all systems for each General Fund supported building during a five-year cycle. To accomplish this goal, 90 condition assessment reports were completed during fiscal year 1994-1995. A combination of General Obligation bond funds and General Fund capital funding covered the $445,000 total Facility Condition Monitoring Program budget. During the past five years, the program has completed condition assessments of all operational General Fund supported buildings.

EARTHQUAKE SAFETY PLANNING AND ASSESSMENT (ESP P & A)

The development of the Earthquake Safety Program, Phase III (ESP3), was resumed. OCRM has started the next to last phase of developing final bond program proposal costs. The members of the ESP3 Task Force have undertaken a preliminary cost review of potential ESP3 building candidates. Fifty percent (50%) of the preliminary cost estimates for the thirty-seven (37) ESP3 buildings have been completed. The remaining fifty percent (50%) of the cost estimates are scheduled for completion by the end of July 1995. The entire bond program package could exceed $100 Million, depending on which buildings are included.

GEOGRAPHIC INFORMATION SYSTEMS (GIS) PROGRAM

Major accomplishments have been achieved in Basemap development, demonstration projects, the formulation of street naming guidelines, the GIS Bulletin Board, and with the GIS Prototype Strategy.

- Basemap Development - In April 1995, Hammon, Jensen, Wallen, and Associates (HJW) completed the production of two hundred fifty-four (254) orthophotos.

These orthophotos are being prepared for final delivery to the City. The one foot pixel resolution orthophotos will be available on CD-ROM. The process has been completed for the selection of a Digitizing Vendor. Digitizing of the Basemap will be completed during the 1995-1996 fiscal year.

- Demonstration Projects - OCRM has overseen four demonstration projects, all of which are nearing completion. These include demonstrations involving the Water Department, the Sewer Information System/Sewer Maintenance System, the Mayor's Office of Emergency Services, and the Department's Pavement Management and Mapping System. OCRM delivered a series of five presentations to over sixty (60) individuals from various City Departments and interested parties. One of the highlights of the presentations was the demonstration of full inter-operability between a DOS PC and a UNIX workstation. This functionality is particularly crucial as it is required to fully implement GIS software suites, such as ESRI's ArcInfo. OCRM conducted an extensive investigation of the software and hardware options available for GIS development as part of the Demonstration Project process. The presentation series provided an opportunity to show the results of OCRM's findings. OCRM demonstrated software products that will be used for the Basemap distribution, as well as the viewing and manipulation of digital orthophotographic imagery of the City.

- Street Naming Guidelines - OCRM has facilitated the completion of Street Naming Guidelines, a document produced for and distributed to the Street Naming Conventions Task Force. The Controller's Office - Information Service Division (ISD) began collecting the appropriate files from the Police Department, Fire Department, the Department of City Planning, Department of Building Inspection, and the Department of Public Works' Bureau of Street-Use and Mapping (BSM) for comparison with the Street Naming Guidelines. The goal of this effort is to consolidate these files into a master file of street names that will be the most useful for City departments. This street name master file ultimately will be incorporated into the GIS Basemap Library as a linked database to the cadastral layer of San Francisco's Basemap.

- GIS Bulletin Board System - OCRM and Controller's Office-ISD completed the creation of a computerized dial-up GIS Bulletin Board. The goal of this Bulletin Board is to provide a forum for the exchange of information and files related to the San Francisco GIS Program. EIPSC GIS Subcommittee meeting agendas, meeting minutes, the City's GIS technical guidelines, meta-data information, and various reports will be posted on the GIS Bulletin Board. The audience for the Bulletin Board are members of both the EIPSC GIS Subcommittee and the Department of Public Works Applications Development Committee - nearly 100 people.

- GIS Prototype Strategy - The Department of Public Works is undertaking an effort to acquire a SUN UNIX Sparc 20 Workstation/Server. Linked to a GIS PC workstation, this acquisition will create a laboratory to test the Basemap specifications in a production environment. The "GIS Prototype System" will also be used to (1) access high resolution orthophotos, (2) provide quality assurance of the ArcInfo Basemap digitizing deliverables, (3) create and maintain a mapping study area that will include various automated mapping facilities layers, and (4) establish the capability to link to the mainframe and other departments.

- Funding - OCRM continues to coordinate the funding of the GIS Basemap and Library Distribution Program. As of June 2, 1995, fifteen City organizations have agreed to contribute $371,000 to the GIS 1995-1996 budget. This does not include City organizations still in the process of considering a contribution to the Budget. The goal of the first year's funding is to provide necessary start-up funds for the GIS Basemap and Library Distribution Program. Alternative approaches for second year funding will be evaluated.

FUTURE GOALS

During 1995-1996, the Office of Capital Resource Management (OCRM) will emphasize the following program goals.

FACILITY CONDITION MONITORING

OCRM will provide special strategic reports to assist City Departments and the Capital Improvement Advisory Committee (CIAC) with specialized knowledge on the condition of the City's General Fund supported buildings so that limited funding can be prudently allocated. Development of a design strategy regarding the most efficient means of integrating FCM data into a Geographic Information System Environment will begin.

EARTHQUAKE SAFETY PLANNING AND ASSESSMENT

OCRM will work to develop an Earthquake Safety Program, Phase III, Bond Measure consistent with Capital Improvement Advisory Committee direction to finance selected seismic retrofit projects for the March or November 1996 ballot.

GEOGRAPHIC INFORMATION SYSTEMS (GIS) BASEMAP LIBRARY DEVELOPMENT

Key goals for the GIS Program are in the following areas:

- 33rd URISA Conference - OCRM has developed a presentation for the 33rd URISA Conference and Exposition to be held in San Antonio, Texas, from July 16 to 20, 1995. The presentation title is "Evolution of GIS Program Implementation in San Francisco." The focus of this presentation will be on the evolution of San Francisco GIS strategy and implementation.

- GIS Basemap Library - The final phase of developing the strategy for the GIS Library is underway. A draft report on GIS Library Maintenance strategy was produced in December 1994. During the first half of fiscal year 1995-1996, close coordination with the Controller's Office - ISD should lead to creating procedures for the implementation of the GIS Library. Implementation testing is anticipated during the second half of 1995-1996.

- Internet - Efforts will be undertaken to link the GIS Program Development effort to the City's Internet Program to increase public access to GIS. This effort will also facilitate access and communication on GIS with other cities, counties and states.



Bureau of Street Environmental Services worker removing palm fronds to provide adequate clearance of Muni overhead wires.

Bureau of Street Environmental Services tree worker (Fred Limbrecht) performing routine palm tree maintenance along upper Market Street.





Bureau of Street and Sewer Repair Vactor crew cleaning a blocked main sewer at the intersection of Columbus Avenue and Broadway.

OPERATION BUREAUS

Deputy Director, Scott A. Shoaf

BUREAU OF BUILDING REPAIR
Superintendent, Raymond Zahnd

The Bureau of Building Repair is responsible for operating, repairing, and maintaining City-owned and managed buildings and for managing interdepartmental work orders for other City agencies.

BUREAU OF STREET AND SEWER REPAIR
Superintendent, Richard Cunningham

The Bureau of Street and Sewer Repair is responsible for maintaining and repairing the City's streets and appurtenant structures, including pavements, gutters, retaining walls, and stairways; the City's combined sewer collection system, including over 80 miles of large brick sewers, most of which were constructed before 1900; the City's bridges, tunnels, underpasses and overpasses, including the operation of three lift bridges; and the operation, maintenance and repair of the Municipal Asphalt Plant.

BUREAU OF STREET ENVIRONMENTAL SERVICES
Superintendent, John Roumbanis

The Bureau of Street Environmental Services is responsible for cleaning the City's street and highway system, maintaining street trees and landscape areas, and eradicating graffiti. Education and effective enforcement are augmented with public participation through the popular Public Works Broom and Brush Brigade as an important vehicle to getting the public involved and changing attitudes about keeping the City clean and attractive.

BUREAU OF WATER POLLUTION CONTROL
Manager, William Keaney

The Bureau of Water Pollution Control has the responsibility for maintaining and operating the City's sewage treatment plants and pumping stations.

BUREAU OF BUILDING REPAIR

MISSION

The Bureau of Building Repair is dedicated to the conscientious effort of providing quality, professional, and cost-effective service to City-owned buildings under the jurisdiction of the Department of Public Works, as well as other municipal departments. The Bureau's success has been its growth attributed to its versatility.

HIGHLIGHTS

The Bureau successfully closed down City Hall for a seismic upgrade project and aided the Bureau of Architecture in moving everyone to new quarters. The General Fund Program made personnel changes and downsizing through attrition to accommodate this closure and in preparation of the Civic Center Power House closure. Working with the Bureau of Engineering, Building Repair is prepared to close the Civic Center Steam Plant and convert it to a condensate-cooling facility as soon as outside steam purchase becomes a reality.

Building Repair staff at the Hall of Justice began steam deliveries to the New Sheriff's Facility without problem or interruption. Plans and preparation for a mandated boiler retrofit at this facility are underway jointly with the Bureau of Engineering.

Custodial Services remains the provider of choice for former City Hall tenants. Instead of just City Hall, Building Repair janitors now service two major buildings without increase in personnel and budget. The Interdepartmental Custodial Program successfully completed approximately two million dollars worth of work this year for departments such as Social Services, and the Police, Water, and Fire Departments. Projected interdepartmental increases for custodial work alone are about $185,000.

BUREAU ACTIVITIES INCLUDE:

- Additional installation of 3 "muffin monsters" in the waste line at the Hall of Justice.
- Fabricate and install stainless steel ceilings for showers and upgrade secondary heating coil at County Jail #3.
- Construct/maintain curb ramps for disability access for Bureau of Engineering.
- Completion of San Francisco Water Department Water Conservation Devices, Phase II.
- Public Utilities Commission - On-going program to retrofit light fixtures in City facilities for energy conservation.
- Earthquake-damage repair project at Youth Guidance Center.
- Bureau of Architecture - On-going repairs and upgrades of various Fire Stations under Proposition C Bond Program.

- Public Utilities Commission's on-going program to retrofit light fixtures in City facilities for energy conservation.
- San Francisco Water Department's on-going program to retrofit plumbing fixtures in City-owned buildings for water conservation.
- Bureau of Architecture's on-going repair and upgrade projects for various fire stations under the Proposition 'C' Bond Program.
- On-going ADA upgrades of men's and women's restrooms on each floor of the Hall of Justice to meet disability access requirements.
- ADA upgrades to install new ramp at front entrance of the Hall of Justice to meet disability access requirements.
- Bureau of Engineering's continuing project to construct and maintain curb ramps for disability access.
- Bureau of Street-Use and Mapping's project of maintaining and repairing sidewalks around public properties and City-owned buildings.
- Construction of glass block windows at Cottage B5 to maximize security for the Juvenile Court.
- Municipal Railway's continuing project of modifications to rails, air and water lines for new car clearances.
- Maintenance of boilers in City-owned buildings by the Bureau of Building Repair's Steamfitter Shop.
- Installation of sump pumps in various locations for Bureau of Engineering.
- Modifications to Juvenile Hall's Administration Building - window repairs, cement work, and painting.
- Repairs and upgrades of Hidden Valley Facility to make it operable.
- Repairs to Log Cabin Facility, including plumbing, carpentry and tile work, and bridge replacement.
- Major fence installations in the east bay and south bay facilities of the San Francisco Water Department, and various repairs to existing facilities at the Peninsula Division.
- ADA upgrades and office modifications at San Francisco Fire Department's 1415 Evans Avenue location, and various fire station upgrades and repairs under Proposition C mandates.

- Upgrades of various San Francisco Police Department facilities for ADA compliance, Pistol Range bullet-proof barrier wall construction, and main building repairs and upgrades.
- Major plaster repairs to damaged ceilings in the North Terminal Building at the Airport.
- Muni Railway Green Street LRV Center modifications to catwalks.
- Concrete sidewalk repairs at various school facilities.
- Installation of sprinkler system, new guardrails, and transfer switch for ventilation system for the Sheriff's Department.
- ADA upgrades of the Hall of Justice facility.
- Continuing repairs of sidewalks and ramps for Bureau of Street-Use and Mapping.

PERFORMANCE MEASUREMENTS

	1993-1994	1994-1995
MAINTENANCE AND OPERATION OF BUILDINGS:		
Janitorial Service Units (1,000 square feet)	*307,704*	*303,012*
Percentage of Equipment Breakdown	*0.01%*	*0.01%*

I.D. MAINTENANCE AND OPERATION OF BUILDINGS:

	1993-1994	1994-1995
Valuation of Inter-Departmental Work	*$17.5M*	*$17.8M*
Percentage of Re-Work on Interdepartmental Work	*0.01%*	*0.01%*



Chinatown Gateway at Bush and Grant Streets. Restoration work included replacing roof tiles, electrical lighting upgrades, repairing broken cement steps, installing pedestrian guard rails and ballards, cleaning and painting. Cement Masons, Electricians, Steamfitters and Painters from the Bureau of Building Repair all took part in completing this beautiful restoration project.



United Nations Plaza, at Market and Leavenworth Streets - The project was completed in time for the UN 50 celebration held June 26, 1995 and included replacing catchbasins and grates, rerouting pipes and drains, replacing damaged brick tiles and repainting benches. Cement Masons, Electricians, Plumbers and Painters from Bureau of Building Repair were all involved in successfully completing this project.

BUREAU OF STREET AND SEWER REPAIR

MISSION

The Bureau of Street and Sewer Repair is committed to the efficient operation and maintenance of the City's street, sewer, bridge and tunnel system in order to minimize hazards to public health, safety, and property. In the event of a public emergency, the Bureau is expected to organize and maintain the public works field presence needed to normalize the situation.

HIGHLIGHTS

The major highlight in the Bureau of Street and Sewer Repair Program is the greatly increased use of outside contractors to assist us in providing services. These activities have included repairing broken sewers, cleaning and inspecting sewers, and moving beach sand. The bulk of the work contracted has been in repairing broken sewers. This allowed the Bureau to stabilize the sewer repair backlog.

PERFORMANCE MEASUREMENTS

Street Repair Program

67 lane miles of City street resurfaced
696,000 square feet of defective pavement patched
38,800 potholes patched
47 lane miles of City street slurry sealed
31,100 tons of asphalt concrete produced

Sewer Repair Program

720,000 linear feet of pipe sewer cleaned
4,920 catch basins cleaned
78 sections of main sewer repaired
235 sections of side sewer repaired

FUTURE GOALS

- Improve the Bureau's Cost Tracking System.
- Improve work site "Safe Work Practices".
- Expand supervisory training to ease the transition from laborers into leaders.
- Improve crew efficiencies to the level of outside contractors.



Workers busily installing a satellite dish to be used in conjunction with the E.O.C. operation of the Training Trailer at the Army Street Yard.



The Department's Emergency Command Trailer, shown here on Fulton Street, was a key communications component during the United Nations activities.



Public Works tree toppers responded to this tree emergency on Edgehill Way during the great winter storm that occurred in January of 1995.



Elmer Williams, Michael Godfrey, and Jose Rivera (left to right), at a Special Safety Training Session for Bureau of Street Environmental Services field personnel.



Special Safety Training Session for Bureau of Street Environmental Services field personnel (left-right: Tom Dahl, Chris Montgomery, Michael Pinkston, Robert Christensen, and Hveck Degenhardt) on the subject of proper traffic diversion through street maintenance areas, including tunnel cleaning work.

BUREAU OF STREET ENVIRONMENTAL SERVICES

MISSION

To efficiently and safely remove dirt, refuse, and graffiti from City streets, plazas, stairways, building frontages, and other areas for reasons of public safety, code compliance, health, and beautification, and to professionally maintain City-owned street trees and related landscaped areas in a safe, healthy, and attractive condition. To effectively and efficiently carry out this mission, the Bureau of Street Environmental Services must properly train and develop its workforce to achieve high motivation and performance.

HIGHLIGHTS

Significant events affecting Street Environmental Services during Fiscal Year 1994-1995 were:

This year's series of winter storms was one of the worst ever recorded. Fatigued tree topper personnel, assisted by other Bureau workers, responded to over 1,000 tree emergencies, ranging from huge trees landing on residential building structures to trees enmeshed in Muni overhead wires closing down part of the rail system.

United Nations 50 Celebration activities challenged the Bureau to a new standard of cleanliness, portraying San Francisco as one of the cleanest cities in the world. Bureau management worked closely with the talented architect, Drew Detsch, who redesigned portions of the United Nations Plaza and assisted the Bureau in developing an improved cleaning system that would be friendly towards the beautiful inlaid granite and bronze work that symbolizes the important historical event that took place in San Francisco fifty years ago.

The Bureau continued its pattern of cooperation with the Mayor's Office by again expanding mechanical cleaning under the Controlled Parking Program, installing 200 more public litter receptacles, establishing a quarterly tunnel cleaning program, expanding the successful graffiti removal program by utilizing two new state-of-the-art Soda Blasting machines for use in removing unwanted graffiti from polished granite, marble, and other sensitive surfaces, and instituted procedures for removing graffiti above twelve feet of ground level.

Continued implementation of the Mayor's Youth Trainee Program, now into its second year, whereby inexperienced young people are cross-trained in most aspects of the field operation, including steam cleaning, graffiti removal, plaza maintenance, landscape maintenance, litter patrol, litter strike force, and, for some, customer relations training. Participants are subjected to periodic proficiency testing and are given Certificates of Proficiency, if qualified.

Assumed cleaning and landscaping responsibilities for the Mid-Embarcadero Roadway, from King Street to Folsom Street. This includes maintenance of the Canary Island Palm Trees that have given this important area a look of astounding elegance.

Instituted a unique cooperative private/public relationship with the Sunset Scavenger Company, whereby abandoned tires and appliances and other forms of illegal dumping are efficiently removed. Street Environmental Services field personnel send locations of debris designated for removal to the Scavengers, who use their resources to clean up unsightly messes. The program is working remarkably well.

Through a special contractual arrangement with the Traffic Engineering Department of the University of California at Berkeley, trained Bureau employees in various classifications on the proper methods of traffic diversion through street maintenance operations. This training is absolutely crucial when laying out plans and implementing them for purposes of tunnel cleaning, landscaped maintenance and traffic islands, Park Presidio Drive and 19th Avenue/Junipero Serra for example.

Expanded the popular Public Works' Broom and Brush Brigade Program to over 450 volunteers which have made a significant difference in the cleanliness and appearance of our world-class City.

FUTURE GOALS

Following are some of the Bureau's goals for Fiscal Year 1995-1996:

- Containment of Graffiti Blight (Utilizing more Trainees from the Mayor's Youth Work Program).
- Further expansion of the City-wide Mechanical Cleaning Program.
- Embarcadero Roadway - Maintenance into newly accepted areas.
- Implementation of Scheduled Tunnel Cleaning on a Quarterly Basis.
- City inspection system for 70 Unaccepted Landscaped Traffic Islands not currently maintained by Public Works.
- Double Litter Abatement Enforcement Effort.
- Install 500 additional litter receptacles in high need locations City-wide.
- As a new public interface, tie the Bureau of Street Environmental Services into Internet.

PERFORMANCE MEASUREMENTS

Litter enforcement and educational public contacts	*13,640*
Total tons of debris removed	*19,056*
Total curb miles of streets cleaned	*108,288*
Total curb miles of mechanical sweeping - controlled parking	*104,297*
Total curb miles of mechanical sweeping - uncontrolled routes	*3,991*
Tons of illegally dumped debris removed	*9,292*

BUREAU OF WATER POLLUTION CONTROL

MISSION

The mission of the Bureau of Water Pollution Control is to provide for the collection and treatment of the City's sewage, to properly dispose of the by-products of treatment, and to monitor the disposal system to ensure the maintenance of a safe environment in our Bay and Ocean waters. Further, the Bureau is committed to providing these services in a manner that promotes public health, safety and welfare, both for the employees providing the service and for the people who are the beneficiaries of the service.

HIGHLIGHTS

ADMINISTRATION DIVISION

The mission of the Administrative Division is to develop, maintain, and provide overall administrative support to the other Divisions within the Bureau in order to ensure the timely processing of all work submitted. This group is responsible for all clerical, accounting control, personnel, and budget for the entire Bureau.

BAYSIDE OPERATIONS DIVISION

Efforts at the Southeast Treatment Plant were directed at improving efficiency in more areas and preventing disruption as much as possible from various construction projects.

New methods were introduced to the in-house digester cleaning procedures. Although the cost in the pilot effort was not the lowest the Bureau has incurred, neither was it the highest. This project provided an education for staff and, as a result, the techniques which were learned guarantee a reduced cost of cleaning in subsequent efforts, the next of which will take place in the summer of 1995.

Operations staff established liaisons with contractors in all the major reconstruction, new construction, and inspection jobs in Bureau facilities such that, when plant shutdowns were needed, they were handled smoothly and without adverse consequences to the City.

In addition, Bureau staff at the Southeast Plant also worked in conjunction with a specialist contractor to perform servicing of the pure oxygen generating facility.

LABORATORY SERVICES DIVISION

Over the last year, the Laboratory Services Division has been active in a number of areas to either expand its analytical scope of services or to support the Bureau of Water Pollution Control in environmental permit negotiations with the State Water Quality Board and the EPA.

Permit Reissuance:

In 1994, the Southeast Water Pollution Control Plant permit to discharge was up for reissuance. After lengthy negotiations with regulatory agencies, the permit was passed by the Water Board in October with a number of specific advantages for San Francisco. The modification with the greatest fiscal impact has been the issuance of a less restrictive disinfection standard in the permit. This allows the plant to comply with effluent limits at much reduced chemical doses of sodium hypochlorite and sodium bisulfite thus lowering chemical costs to the Bureau.

The wet weather facilities permit for the entire Bay drainage area of the plant was negotiated and issued in February 1995. This involved setting standards for the North Point Plant, as well as the collection system transports or boxes to control overflows. The new disinfection standard was also applied to the North Point Plant saving chemical costs at the facility as well.

Increasing Analytical Services:

Over the last year, the laboratory has upgraded the highly sensitive chemical instrumentation used to characterize pollutants in wastewater and other matrices. New liquid and gas chromatographs were purchased allowing the Division to measure toxics at ultra low levels. These instruments were used to prove that the plant is not discharging harmful substances to the environment. In fact, detection levels are the lowest of similar wastewater treatment laboratories in the Bay Area. This is especially advantageous because, as regulations become increasingly more strict, the Division can accurately estimate its ability to comply with these new standards.

The Division is now certified to conduct complex organic analyses by the State of California's Environmental Laboratory Accreditation Program and is pursuing new certifications annually to provide a greater range of services to customers. The Bureau of Environmental Regulation and Management is working with the Laboratory in a coordinated manner to maximize resources.

Lastly, in an effort to better track and record data generated by the lab, the Division is in the process of testing a new Laboratory Information Management System (LIMS). This new system will allow the Division to generate more accurate reports, review and track trends in plant performance, and conduct statistical tests to determine the effect of treated effluent discharge to the Bay and ocean. It will also electronically connect the laboratory to major clients, such as the Bureaus of Engineering and Environmental Regulation and Management.

MAINTENANCE DIVISION

The mission statement of the Maintenance Division is to "Provide service repairs and improvements to Bureau equipment and facilities so that permit standards can be met efficiently and economically."

The main focus of the Maintenance Division was to concentrate on preventive maintenance of the facilities and equipment. In spite of an unusually wet year, the system experienced excellent equipment reliability. Eleven thousand seven hundred (11,700) work orders were processed this year. The implementation of Prop Q Purchasing has gone smoothly.

OCEANSIDE PLANT

The Oceanside Plant enjoyed a successful year of wastewater treatment. There were no complaints from the neighbors over odor, noise or traffic. Plant operations personnel were able to maximize plant flow quickly during 85 days of wet weather so that there were only four combined sewer system near-shore discharges. Several treatment processes were fine-tuned to improve plant performance.

The Plant received many visitors throughout the year. Over 500 students from San Francisco schools learned about wastewater minimization and treatment. International guests came from South Korea, Japan, Taiwan, China, Syria, Belgium, France, Czechoslovakia and Hungary.

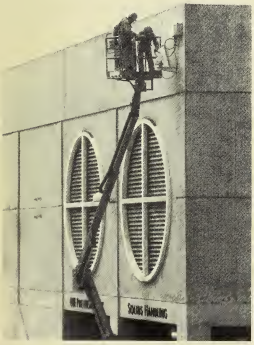
The plant received recognition in the form of an award for Excellence in Environmental Engineering from the American Academy of Environmental Engineering.

PERFORMANCE MEASUREMENTS

Measurement Parameter	**1993-1994**	**1994-1995**
Millions of Gallons Treated	*31,576*	*88,055**
Percent Compliance, Settleable Solids	*100%*	*100%*
Percent Compliance, Chlorine Residual	*100%*	*100%*
Percent Compliance, Biochemical Oxygen Demand	*100%*	*100%*
Percent Compliance, Suspended Solids	*99.7%*	*100%*
Routine Lab Tests	*27,420*	*128,116***

**Includes flow data from Southeast, North Point, and Oceanside treatment plants.*

***Includes counts of process control and source control analyses.*



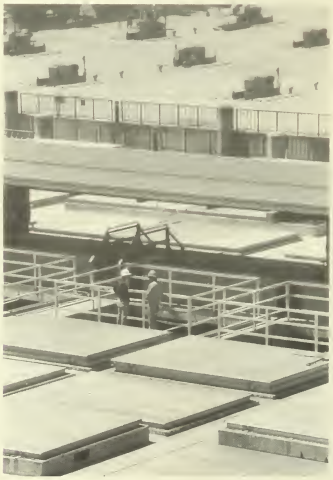
Stationary Engineers at Oceanside Plant.



Stationary Engineer Sampling Secondary Clarifier at Southeast Plant.



The new Headworks Building at the Southeast Plant. This facility, scheduled for completion in 1996, will provide for removal of grit and debris from storm water and raw sewage from the Rankin and Chestnut Pump Stations.



Southeast Plant Primary Tanks (foreground) and aeration basins.



Don Stover, Apprentice Stationary Engineer, Bob Harrell, Stationary Engineer, and Richard Levitin, Electrician, working on a project in the pipe gallery at the Southeast Water Pollution Control Plant.



Dave Spinetta, Electrician, performing electrical maintenance work on a 12,000 volt sub-station, Building 270, at the Southeast Water Pollution Control Plant.



John Skorlich, Machinist, working at the Gap Lathe at the Southeast Water Pollution Control Plant Machine Shop.



Pauline Balistreri, Southeast WPCP Receptionist, on Bring Your Children to Work Day.



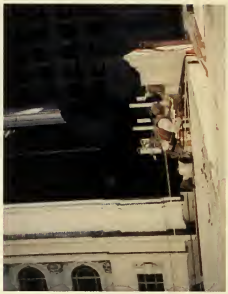
Marie Los Banos, Senior Account Clerk, working on the computer in the Maintenance Training Room at the Southeast Water Pollution Control Plant.



Michael Gwathney, Instrumentation and Control Technician, working on an aeration line on Building 200 at the Southeast Plant.



Chinatown Gateway at Bush and Grant Streets - Refurbishing and gold leafing of hanging memorial placard. Regidor Ruaro, Bureau of Building Repair, is shown painting gold leafing.



Shelly Johnson, Bureau of Building Repair, is shown in the boatswain's chair making plaster repairs and painting the exterior walls of San Francisco Water Department's eight story Administration building at 425 Mason Street.



Retaining Wall at Alemany Boulevard and Trumbull St.- Construction of multi-tier retaining wall and pilings. Bureau of Building Repair Carpenters and Cement Masons completed this project.



Community Mental Health Facility at 45 Onondaga St.- Installation and construction of an ADA ramp with railing and decorative balustrades. Building Repair Carpenters, Cement Masons, Painters, and Steamfitters all took part in completing this project.



San Francisco Police Department Pistol Range at Lake Merced. Repairs to roofing and structural members from fire damage. Bureau of Building Repair Carpenters are making repairs while Charles Camilleri, Assistant Superintendent of the Bureau, inspects damage.



United Nations Plaza, at Market St. and Leavenworth St.- Project included replacing catch basins and grates, rerouting pipes and drains, replacing damaged brick tiles, and repainting benches. Cement Masons, Electricians, Plumbers and Painters from Bureau of Building Repair were all involved in successfully completing this project.

PUBLIC SERVICES BUREAUS

Deputy Director, Vitaly B. Troyan

BUREAU OF BUILDING INSPECTION
Acting Superintendent, Dot Yee

The Bureau of Building Inspection is responsible for reviewing plans and inspecting construction work throughout the City, involving structural, mechanical, electrical, and plumbing work, in addition to housing and energy activities, to ensure compliance with applicable codes.

BUREAU OF ENVIRONMENTAL REGULATION AND MANAGEMENT
Chief, Steven Medbery

The Bureau of Environmental Regulation and Management is responsible for regulating industrial waste discharges to the sewerage system, implementing the City's Sewer User Charge Program and assisting the Department in complying with environmental health and safety requirements.

BUREAU OF STREET-USE AND MAPPING
Chief, Denise M. Brady

The Bureau of Street-Use and Mapping is responsible for maintaining the official City map, processing land subdivisions and condominium conversions, protecting and enhancing the public right-of-way by regulating its use through the issuance of permits and the enforcement of local, State and Federal mandates, and by expanding the City's urban forest and promoting the undergrounding of overhead utilities.

BUREAU OF BUILDING INSPECTION

MISSION STATEMENT

The mission of the Bureau of Building Inspection is to implement and enforce local, State and Federal regulations and controls relative to the design, construction, quality, use, occupancy and location of buildings and structures within the City and County of San Francisco; to safeguard life and limb, health and property, to maintain these buildings and structures, and to promote public and Bureau employee safety and welfare.

HIGHLIGHTS

BUREAU

In January 1995, as a result of Ballot Proposition G, the Bureau became the Department of Building Inspection and will no longer a part of the Department of Public Works.

The major highlight for the Bureau this fiscal year was that it was able to downsize the Bureau by eliminating one Assistant Superintendent position and one layer of management in Plan Checking and in Property Conservation in accordance with the Mayor's budget instructions. A total of fourteen positions were cut in the last two years including five positions with salaries over $70,000.

An interim computer was installed to replace the former less reliable computer, improving system reliability to nearly 100%.

CUSTOMER RELATIONS

The Construction Services Center (CSC) went into operation on June 1, 1992 and is the focal point for improved customer services. CSC combines the Bureau's building permit application intake, review and approval process with that of the Department of City Planning, Fire Department, Bureau of Engineering, and Department of Public Health.

The co-location did not solve all the problems, but is providing the basis on which future solutions and efficiency are being developed. This has gone a long way in reducing confusion and is helping to clarify and simplify the processing of a permit. Plan Check response time has been dramatically improved - 82% of residential and 39.5% of commercial building permits are now issued over the counter.

The Bureau expanded the Public Services Division (PSD). The PSD area is the first stop for the public when entering the building. PSD explains to the applicant what needs to be on the permit application. PSD also disseminates pamphlets, brochures, flyers, and informational material about the permit process. The intention is that the public leaves the PSD area with information completely defining the permit process and what to expect about requirements, time frames and expenses.

An 800 number has also been created to provide status of building permits to the construction industry, design professionals, and all customers.

COMPUTERIZATION

Through December 1994, the Bureau continued to expand its computer network. The Local Area Network now supports useable workstations and is linked to the Department of City Planning and the Controller's mainframe computer.

The "Motorola Jr.," an updated and much more reliable computer, has replaced the old mainframe. The permit tracking system reliability is now nearly 100%, with a vastly increased speed of response.

FINANCIAL MANAGEMENT

As a "Special Fund," the Bureau's services are paid for by inspection and permit fees.

CONSTRUCTION INSPECTION

The Construction Inspection Program continues to have extended office hours this year. The Building Inspection Division office opens at 7:30 a.m. As a result, inspectors are now in the field earlier in the day to perform inspections. Coverage is still provided until 5:00 p.m.

The Construction Inspection Program successfully completed its ICBO training and certification seminars with a 99% success rate. Future certification seminars are scheduled.

Inspector and staff training time increased this year covering topics including code issues, safety, and computer use. The Construction Inspection Program continues to improve levels of customer service and will continue to focus on increased technical training for inspection and Bureau staff in the coming year.

CONSTRUCTION INSPECTION WORKLOAD STATISTICS

Workload:

	1992 - 1993	1993 - 1994	7/1994 - 12/31/94
BUILDING INSPECTION:			
Inspections Made	*45,630*	*45,576*	*22,788 (est.)*
Jobs Completed	*19,393*	*19,831*	*9,915 (est.)*

MECHANICAL SYSTEMS PROGRAM

Electrical and Plumbing permit issuance was transferred to the Central Permit Bureau and moved to the new "Permit Center" at 1660 Mission Street.

Workload:

	1992 - 1993	1993 - 1994	7/1994 - 12/31/94
ELECTRICAL INSPECTION:			
Permits Issued	*12,677*	*12,760*	*6,588*
Inspections Made	*33,243*	*30,540*	*14,450*
Jobs Completed	*13,421*	*12,525*	*5,683*

PLUMBING INSPECTION:			
Permits Issued	*12,276*	*12,915*	*8,227*
Inspections Made	*22,741*	*20,435*	*9,728*
Jobs Completed	*9,907*	*9,525*	*5,099*
Revenue	*$3.9M*	*$3.9M*	*$2.0 M*

PERMIT PROCESSING AND ISSUANCE

Workload:

	1992-1993	1993-1994	7/1994-12/31/94
COUNTER SERVICES:			
Plans Approved	*6,541*	*6,465*	*1,493*
Commercial Tenant Improvement	*1,018*	*1,417*	*802*
Re-roofing Permits	*5,019*	*4,721*	*1,316*
Over the Counter Permits	*8,595*	*7,818*	*4,747*
Total Permits Approved	***21,173***	***20,421***	***8,358***
PLANS APPROVAL:			
Plans Approved	*1,844*	*1,788*	*1,198*
Total Value of Plans Approved	*$583 M*	*$441 M*	*$229.3 M*
CENTRAL PERMIT:			
Transactions Started	76,046	77,551	38,775 (est.)
Total Permits Issued	21,009	20,768	10,620
Total Value of Permits Issued	$722 M	$573 M	$396 M

PROPERTY CONSERVATION

The revised Property Conservation Program merged four Divisions into one and streamlined procedures through computers and training. A complaint tracking program was implemented.

Workload:

	1992-1993	1993-1994	7/1994-12/31/94
Complete Inspections	*524*	*412*	*13*
Annual Inspections	*7,965*	*1,543*	*1,199*
Complaints Investigated	*6,445*	*7,000*	*1,167*
Miscellaneous Inspections	*933*	*875*	*176*
Total Inspections	***15,867***	***9,820***	***2,555***
PARAPET SAFETY COMPLIANCE:			
Cases brought into Compliance	*272*	*289*	*Unknown*
Inspections Made	*621*	*Unknown*	*Unknown*
CODE ENFORCEMENT:			
Cases Received	*670*	*1,608*	*635*
Cases Abated	409	692	381
Applications Processed	2,300	2,390	1,195 (est.)
Revenue (annualized est.)	$3.2 M	$3.3 M	$1.65 M

FUTURE

The Bureau is going to continue to pursue its goals of providing more service-oriented methods of doing business; increasing the level of credibility with the public; increasing the level of inspector efficiency and general work force productivity; gaining tighter control of code compliance issues; and providing a more cost effective method of delivering services.

In support of these goals, the Bureau will:

- Improve the permit tracking system.
- Improve the 800 number for permit information.
- Improve the complaint tracking system.
- Improve plan checking response time.
- Improve inspection response time.
- Continue to develop brochures, newsletters, and other materials explaining Building Inspection's processes to the public.
- Implement a seismic bracing program for unreinforced masonry buildings.
- Increase staff and industry knowledge of accessibility regulations.
- Upgrade administrative bulletins and code rulings.
- Increase training and certification of staff.

BUREAU OF ENVIRONMENTAL REGULATION AND MANAGEMENT

MISSION

The Bureau of Environmental Regulation and Management is responsible for regulating industrial waste discharges to the sewerage system, implementing the City's Sewer User Charge Program and assisting the Department in complying with environmental health and safety requirements.

HIGHLIGHTS - INDUSTRIAL WASTE

PRETREATMENT

The Pretreatment Section protects human health and the environment by preventing the discharge of pollutants into the sewerage system that would cause operational problems with the system or contribute to violations of the regulatory requirements imposed on the City, by State and/or Federal agencies.

This year, the Pretreatment Section:

- Evaluated the impact of the auto service industries on the influent to the water pollution control plants.
- Reduced the time between sampling non-residential customers and provided test results from 30 to 15 days.
- Provided public education to reduce pollution from residential and commercial sources.

USER CHARGE

The User Charge Section ensures that users of the City's sewerage system pay a fair share of their use of the system, manages the appeals program, and maintains over 150,000 customer accounts.

- The User Charge Section has a four year program to computerize all reduced flow factor residential user account histories (25,000) accounts, for more efficient information retrieval. A total of 5,400 accounts have been placed in the program this year, the second year of the program.
- Provided prompt service to the public by resolving 95% of all initial residential sewer service charge appeals within 20 working days.

PROGRAM MEASUREMENTS

	1993-1994	1994-1995
Enforcement Inspections	1,218	1,179
Pretreatment Monitoring Stops	5,370	4,727
Collection System Monitoring Stops	2,824	3,614
User Charge Monitoring Stops	3,665	3,286
Residential Appeals and Inquiries	18,252	17,401
Review and Reappraisal User Charge Accounts	4,641	4,664

FUTURE

Plans for 1995-1996 include identification of the sources of polyaromatic hydrocarbons (PAHs), poly chlorinated biphenyls (PCBs), dioxin and pesticides entering the sewerage system; establish new limitations on industrial wastes discharged to the sewer system; and placing 7,000 residential sewer service charge accounts in the computer base.



Ernesto DelRosario recording wastewater flow at the Presidio.

BUREAU OF STREET-USE AND MAPPING

MISSION

The Bureau of Street-Use and Mapping is responsible for maintaining the official City map, processing land subdivisions and condominium conversions, protecting and enhancing the public right-of-way by regulating its use through the issuance of permits and the enforcement of local, State and Federal mandates, and by expanding the City's urban forest and promoting the undergrounding of overhead utilities.

HIGHLIGHTS

SUBDIVISION AND MAPPING

In maintaining the City's Official Maps, the Bureau is responsible for processing requests for land subdivisions, land mergers, new condominiums, condominium conversions, lot line adjustments, parcel map waivers, certificates of compliance, certificates of correction, records of survey, corner records, dedication and vacation of public right-of-ways and easements, sidewalk dimension changes, street grade changes, street name changes, and the preservation of both horizontal and vertical control monuments as mandated by State and local codes.

The San Francisco Subdivision Code revisions are in the third and final draft by the City Attorney's Office, the Bureau, and an advisory group consisting of subdivision practitioners from various disciplines. This complete rewrite will make our local code more readable, together with aligning it to the State Subdivision Map Act, thus streamlining the process and eliminating code conflicts.

Our 1995 Condominium Lottery was held on March 10, 1995 to determine the 200 eligible units. In early April, the Bureau held its second annual conversion seminar to assist the condominium lottery winners and the standby applicants in understanding the process and requirements for completing the conversion process.

UTILITY UNDERGROUNDING/ASSESSMENT DISTRICT PROGRAM

The Bureau responds to neighborhood requests to have overhead utility wires placed underground by forming underground districts. In order to defray the City's costs for providing street lights in underground districts, the Bureau also administers the formation of assessment districts whereby the fronting property owners share this cost.

In the past year, the Bureau transmitted individual assessments to the Controller for the first assessment district in Sutro Heights for placement on the 1995-1996 tax bills. The Bureau worked with the neighborhood, the City's Public Utilities Commission and the Board of Supervisors in the approval of alternative types of street lights and the approval of the Dolores Heights Assessment District. In addition, construction began on the first phase of the Presidio Heights district, the final district for which street lighting funds are available. Also, design began for the second phase of this four-phase district.

STREET TREE PROGRAM

The Bureau continued to expand the urban forest by planting over 3,600 new trees. The program utilized a variety of funding sources, community volunteers, job training programs and City staff to accomplish these plantings. During Fiscal Year 1994-1995, the Bureau worked with the Citizens Tree Advisory Board to develop an educational planting guide, which was funded by Federal grant monies. The Bureau amended the Administrative Code, Housing Code, and Public Works Code to further protect the urban forest. The new ordinance enables the City to relinquish street trees on residential streets to fronting property owners. This will allow the City to plant and maintain more trees on major thoroughfares.

COMPUTERIZATION

The Bureau has an aggressive computerization plan to better serve its growing business needs. The plan includes installing Local Area Network (LAN) for office automation, obtaining and converting to pen-based hand-held computers for inspectors' field reports, scanning documents and maps for storage and retrieval, and obtaining and operating an electronic basemap, and training staff in office softwares and Computer Aided Drafting.

Toward implementing this plan, the Bureau's Local Area Network with 40 workstations has been installed and is operational and includes electronic mail service (E-Mail). All personnel are connected and are utilizing this system.

In addition, the Bureau is participating in the development of a Geographic Information System (GIS) and is preparing to receive and maintain the Basemap by the end of next fiscal year.

STREET-USE PERMITS

This year, a considerable effort was directed toward streamlining the permit approval process. Our computer network system has made permit information available throughout the Bureau on all pending projects. Computerized permit tracking has expedited our permitting process considerably and has reduced the Bureau's record storage needs. New policies and strategies to improve existing customer service have shown to be extremely beneficial. These policies include cross-training and integrating staff from different divisions to encourage a broad understanding of the permit process and related regulations, mandatory participation of management and staff in training workshops available through the Department of Human Resources, and stressing teamwork, efficient customer service, and quality management.

PUBLIC TOILET AND PUBLIC SERVICE KIOSKS

The Public Toilet and Kiosk agreement was signed by the Mayor on August 2, 1994, authorizing the construction of 20 public toilets and 90 public service kiosks for a trial period of two years. Numerous public hearings were conducted to select individual toilet and kiosk sites. Installation of the first pay public toilet at Market and Powell Streets was completed and went into service on June 15, 1995. An average of 200 flushes per day was recorded, reflecting the need of such public amenities in San Francisco. Construction of the remaining toilets and kiosks will begin in August with completion anticipated in November of 1995.

PAY TELEPHONES

The implementation of the Public Pay Telephones Ordinance is nearly completed. There were a total of 749 unpermitted public pay telephones installed on City sidewalks by dozens of independent pay telephone service providers. Out of the 749 unpermitted public pay telephones, 476 were removed or relocated by pay telephone service providers; 206 were issued permits and 67 are still pending. Resolution of the remaining 67 pay telephones is anticipated in September of 1995.

INSPECTION SERVICES

The Bureau responds to requests for inspection of construction in the right of way, as well as inspections of the condition and use of the right-of-way. This past year, the Division focused on streamlining inspection practices and recovering costs. As a result of this evaluation:

- Roadway surveys were transferred to the Bureau of Street and Sewer Repair eliminating duplication of services.

- Commercial District clean-ups (merchandise displays) were coordinated with district police stations and the Departments of Public Health and Parking and Traffic, combining resources for more efficient and effective code enforcement.

- Routine billing of sidewalk abatement work was established resulting in regular deposits back to the revolving fund.

- Inspection practices have been reviewed. New written procedures have been developed and will be published early next fiscal year in the Bureau of Street-Use and Mapping Inspection Manual.

- Training focused on conflict management, supervisor training, and computer training. The entire Division attended "Sticks and Stones," "Effective Public Contact," E-Mail, and OS/2 training. In addition, supervisors attended "Key Skills For Supervisors," Planning for Performance," as well as other supervisor and team building training classes.

PERFORMANCE MEASUREMENTS

DESCRIPTION	Fiscal Year 1992-1993	Fiscal Year 1993-1994	Fiscal Year 1994-1995
Map Actions and Street Legislation requests	323	304	280
Monuments and Benchmarks Verified	205	0	8
Utility Undergrounding District Constructed (Blocks)	8	12	5
Utility Undergrounding District Designed (Blocks)	6	47	57
Utility Undergrounding District Formed (Blocks)	38	41	43
Street Trees Permits Issued	1,242	1,638	1,707
Street Trees Planted	2,958	3,515	3,662
Street-Use Permits processed	1,966	2,920	2,832
Complaints and Requests for Inspection	2,616	2,812	2,417
Sidewalk Sites Inspected	5,431	5,595	6,690
Sidewalk Sites In Abatement	1,391	418	375
Utility Street Excavation Permitted (Sq. Ft.)	610,237	419,952	475,638
Utility Street Excavation Inspected (Sq. Ft.)	300,295	300,580	337,177

FUTURE GOALS

- Complete the rewrite of the Subdivision Code to make it consistent with the State Map Act and more user friendly.
- Continue to lobby at the Federal and State level for the preservation of the City's right to regulate and be compensated for the use of the Public Right-of-Way. This right is currently threatened by legislative efforts to deregulate the telecommunications and energy industries.
- Initiate the rewrite of Article 8 of the Public Works Code regulatory excavation of City streets to address deregulated utilities, require a Master Conditions Permit, and to establish a Pavement Life Mitigation Fee.
- Initiate a training program for the electronic processing of all map actions in preparation for maintenance of the GIS Base Map.
- Rewrite the Newsracks Ordinance to enable the creation of Pedestal Mounted Newsrack Districts and Zones.
- Rewrite the Flower Stands Permit Ordinance to make it consistent with other ordinances regulating commercial street uses, e.g., Display Merchandise Permit and Cafe Tables and Chairs Permit.
- Develop and implement the Street Tree Relinquishment Program to turn maintenance of street trees over to fronting property owners.



Pacific Gas and Electric Co. cutting a pipe for gas line installation along Grant Avenue.



Inspector Frank Casey, Street-Use and Mapping, instructing contractor on correct placement of sewer pipe for first public toilet at Powell and Market Streets.



Inspector Angela Norris, Street-Use and Mapping, writing up a citation for illegal sidewalk display.



Inspector Walter Hoo inspecting water line work along Grant Avenue.



Tree Planting ceremony at Cesar Chavez Boulevard, March 31, 1995. Dedication was attended by Supervisor Susan Leal (seen in the picture), Supervisors Kevin Shelley and Tom Ammiano, Willie Brown, and many others. This ceremony was a result of the combined efforts of UFW, Cesar Chavez Coalition, St. Anthony's Church, Friends of the Urban Forest, the Tree Corps, Department of Parking and Traffic, and the Department of Public Works.



First Public Toilet dedication ceremony held June 17, 1995 at Powell and Market Streets. Attended by Mayor Frank Jordan, congratulating Jean Francois DeCaux, and, in the background, Vit Troyan, Denise Brady, Jake Szeto, and Daniel McKenna of the Department of Public Works.



Street Improvement Inspector Mario Escalona inspects the removal of an underground fuel storage tank in the downtown area.



Presidio Heights joint trenching project on Bush Street.



Loading Automatic Sampler Security Box in Van.



Bureau of Environmental Regulation and Management's Field Monitoring Section laboratory.



Inspector Alan Wilburn, Street-Use and Mapping, inspecting sidewalk damage caused by tree roots.



Inspector Mary Ellen Casey, Street-Use and Mapping, inspects utilities undergrounding work in Presidio Heights.

RETIREMENTS

1994-1995

	Retirement Date	Department of Public Works	City
GENERAL ADMINISTRATION			
Win Lwin (5208)	3/11/95	21 years 1 months	21 years 1 month
Ronald Small (1675)	9/20/94	31 years 3 months	31 years 3 months
BUREAU OF ARCHITECTURE			
Malcolm Dong (5120)	5/6/95	31 years 8 months	31 years 8 months
Bruce Flynn (5268)	12/3/94	14 years 3 months	14 years 3 months
Thomas Thornton (5504)	7/23/94	11 years 3 months	11 years 3 months
BUREAU OF BUILDING INSPECTION			
John Fernandez (6246)	12/31/94	18 years 11 months	27 years 2 months
Lawrence Litchfield (5184)	7/2/94*	10 years 4 months	10 years 4 months
BUREAU OF BUILDING REPAIR			
Wallace Anzalone (7326)	1/21/95	11 years 8 months	11 years 8 months
Pang Lew (7334)	4/20/95*	10 years 5 months	10 years 5 months
Charles Liedtke (7376)	11/2/94*	9 years 7 months	9 years 7 months
Walter Lindberg (7345)	9/3/94*	7 years 11 months	9 years 1 month
Jose Salcedo (7345)	10/8/94	9 years 4 months	16 years 9 months
Cornad Vitug (7334)	9/1/94*	7 years 1 month	7 years 1 month
BUREAU OF ENGINEERING			
Elsie Jones (1706)	9/1/94*	2 days	17 years 2 months
Mykola Sorokolit (6106)	1/3/95	19 years 10 months	19 years 10 months
BUREAU OF WATER POLLUTION CONTROL			
Alfonso DelPrado (7372)	1/3/95*	12 years 1 month	12 years 1 month
Robert Haugen (2471)	1/15/95	20 years 2 months	20 years 2 months
BUREAU OF STREET ENVIRONMENTAL SERVICES			
Eddie Allen (7514)	3/1/95	25 years 4 months	25 years 4 months
Spencer Barber (7514)	5/1/95	25 years 1 month	25 years 1 month
Gerald Butler (7355)	7/28/94	10 years 4 months	10 years 4 months
BUREAU OF STREET AND SEWER REPAIR			
Joseph Marino (7355)	1/3/95*	9 years 9 months	9 years 9 months
E. Terry Merritt (7449)	6/29/95	29 years 8 months	30 years 9 months
James Reed (7421)	8/13/94	25 years	25 years

**Vesting Retirement*



Carrie Durkee, Street-Use and Mapping, instructing Tree Corp personnel on proper tree pruning techniques.

AWARDS

DEPARTMENT OF PUBLIC WORKS EMPLOYEE RECOGNITION

3rd Quarter - 1994

Fernando Cisneros, Engineering
Daniel Gilman, Water Pollution Control
Patrick Rivera, Construction Management

Annual - 1994

Frank Casey, Street-Use and Mapping
Kevin Flynn, Street Environmental Services
Daniel Gilman, Water Pollution Control
Uriel Gonzalez, Water Pollution Control
Melvin Humphreys, Building Repair
Lisa Mak, Construction Management
Paul Martini, Street and Sewer Repair
Philip Matiatos, Building Repair
Patrick Rivera, Construction Management
Robert Scarver, Street Environmental Services

1st Quarter - 1995

Meei-Lih Ahmad, Engineering
Olga P. Arias, Director's Office
Kerry Ko, Financial Management & Admin.
Cecil Lamar, Building Repair
Howard Perkins, Water Pollution Control
Bernard Tse, Construction Management

2nd Quarter - 1995

Joseph Timonere, Construction Management
Felirene Bongolan, Architecture

SAFE BUREAUS OF THE YEAR

▼ Non-Operations Bureau - Bureau of Street-Use and Mapping

The Bureau of Street-Use and Mapping reduced their industrial injury and illness lost workday points rate by almost ten in 1994. In addition to excellent performance in safety program requirements, the Bureau distinguished itself by developing job specific codes of safe practice and extensive training in video display terminal ergonomics.

▼ Operations Bureau - Bureau of Water Pollution Control

The Bureau of Water Pollution Control achieved almost a ten point reduction in their lost workday rate in 1994. Their motor vehicle rate declined by 16.4 points from last year's rate. The Bureau distinguished itself by conducting thorough accident investigations, frequent communication with management on hazard correction and consistently conducting biweekly tailgates.

EPA's 1994 National Pretreatment Program Excellence Award - The City and County of San Francisco received first place in the category of 21-50 SIU's (Significant Industrial Users). The publicly owned wastewater treatment facilities are judged on their performance in legal authority, enforcement, industrial user permitting, environmental achievements, local limits, public outreach, industrial user monitoring, and innovations in program implementation.

The Pretreatment Program Excellence Award was added to the U.S. Environmental Protection Agency awards in 1989 to recognize municipal implementation and enforcement of local pretreatment programs.

"Woman of the Year" award was presented to Linda Lee-Robbins, 7281 Supervisor II, by the Commission on the Status of Women, August 25, 1994.

Public Service Award was presented to Jere Driscoll, 7281 Supervisor II, from the Mission Education Project, June 2, 1995.

The Oceanside Water Pollution Control Plant was the recipient of the following awards:

- American Society of Civil Engineers Bay Section 1994 Excellence in Engineering Award
- American City and County 1994 Award of Merit in the Wastewater Category
- American Academy of Environmental Engineers Superior Achievement Award

The South Embarcadero Roadway Project, which is now in service, received Caltran's Excellence in Transportation Award for landscape design.

The following Bureau of Architecture projects received recognition:

- Spreckels Temple of Music - Federal Design Achievement Award from the National Endowment for the Arts. Awarded to Bureau of Architecture, 1995.

- Spreckels Temple of Music - Annual Design Award, in Recognition of Outstanding Achievement in Design of Preservation Projects, from the California Preservation Foundation. Awarded to Bureau of Architecture, February 1995.

- Spreckels Temple of Music - 1994 Concrete Construction, Unique Use of Concrete Award from the American Concrete Institute. Awarded to Cygna/Olmn/Pegasus Structural Engineers, October 1994.

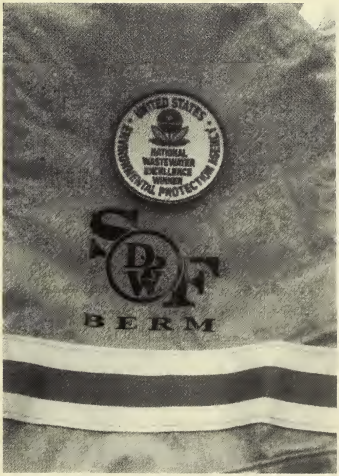
- Randall Museum Theater - Award of Merit for Design Excellence, 1992-1994 Interior Architecture Awards, from the American Institute of Architects, San Francisco Chapter. Awarded to ELS/Elbasani & Logan Architects and Marcy Li Wang, Architect, November 1994. Project Manager - Robert S. Nist.

- Randall Museum Theater - Best in Adaptive Reuse and Renovation Design, 16th Annual Interiors Awards, from the Interiors Magazine. Awarded to ELS/Elbasani and Logan Architects and Marcy Li Wang, Architect, January 1995. Project Manager - Robert S. Nist, Bureau of Architecture.

- Randall Museum Theater - Honor Award, from the United States Institute for Theater Technology. Awarded to ELS/Elbasani & Logan Architects and Marcy Li Wang, Architect, April 1995. Project Manager - Robert S. Nist, Bureau of Architecture.

- Certificates of Achievement for Outstanding Public Service During the City Hall Relocation Project were presented to Tony Irons and Mary Hanni by the San Francisco Civil Service Commission, May 1995.

- Awards of Appreciation, on behalf of the Children of the Tenderloin, for Creativity and Extra Dedication to the Tenderloin Children's Playground Project, were presented to Andrew J. Maloney, Design and Project Architect, and Robert S. Nist, Project Manager, April 1995, by the Bay Area Women's Resource Center and Tenderloin Youth Advocates.



EPA National Wastewater Excellence Winner patch. San Francisco won first place in the 21-50 significant industrial users category.

OPERATING BUDGETS

(EXCLUSIVE OF CAPITAL IMPROVEMENTS AND WORK ORDERS) (IN THOUSANDS)

Functions	1992-1993 Budget	1993-1994 Budget	1994-1995 Budget	1995-1996 Proposed Budget
Building Repair	*6,902*	*6,341*	*5,394*	*4,891*
Engineering	*2,138*	*2,078*	*2,431*	*2,538*
Water Pollution Control	*49,315*	*54,754*	*57,333*	*59,457*
Street Environmental Services	*14,595*	*14,177*	*15,901*	*17,495*
Street and Sewer Repair	*14,165*	*14,141*	*14,294*	*14,669*
Environmental Regulation/Management	*5,202*	*5,895*	*6,011*	*6,570*
Street-Use and Mapping	*2,269*	*1,728*	*1,761*	*1,850*
Totals	***$94,586***	***$99,114***	***$103,125***	***$107,470***
Funding Sources				
General Fund	*$9,299*	*$8,139*	*$8,514*	*$8,831*
Gas Tax	*20,560*	*19,708*	*19,869*	*20,992*
Sewer Service Charge	*64,727*	*71,267*	*74,742*	*77,647*
Totals	***$94,586***	***$99,114***	***$103,125***	***$107,470***

CURRENT CONTRACT DATA SURVEY

CONTRACTS AWARDED DURING FISCAL YEAR
AUGUST 1, 1995

Bureau and Type of Work Performed	Total Contracts	Amount Awarded	Payments
Bureau of Architecture			
Building Renovation/Related Facilities	7	154,327,380	8,263,613
Fire Department	9	6,121,617	442,516
Library	3	431,918	98,036
Performance Arts	1	571,668	0
Police Department	0	0	0
Public Health	2	11,429,562	1,040,155
Real Estate Department	0	0	0
Rec/Park Facilities	5	1,289,124	652,970
Professional Services	8	817,280	1,167,901
	35	174,988,549	11,665,191
Bureau of Engineering			
AWSS	4	1,690,758	76,831
Bridges	0	0	0
Building Related Facilities	4	1,649,908	0
Public Health	0	0	0
Performance Arts	0	0	0
Rec/Park Facilities	4	1,371,099	490,823
Sewers	43	6,964,899	4,733,187
Stairs	1	175,195	70,538
Street Renovation/Water Front	13	9,111,962	3,195,315
Traffic Signals	2	630,885	683,692
Treatment Plants & Pump Station	6	46,970,430	2,624,344
Professional Services	25	4,917,428	760,331
	102	73,482,564	12,635,061
Bureau of Building Repair			
Bldg. & Related Facilities	20	282,479	165,844
Professional Services	5	444,000	201,949
	25	726,479	367,793
Bureau of Street and Sewer Repair			
Sewer	5	420,000	253,974
Professional Services	1	48,000	48,000
	6	468,000	301,974
Bureau of Construction Management			
Maintenance Facilities	1	228,900	228,899
Professional Services	3	12,000	1,224
	4	240,900	230,123
Bureau of Water Pollution Control	23	8,251,936	4,509,694
Bureau of Street Use and Mapping	3	139,269	12,279
Bureau of Environmental Regulation & Management	0	0	0
Bureau of Street Environmental Services	0	0	0
General	2	209,000	120,495
Bureau of Building Inspection	2	44,890	18,062
Master Agreements	14	10,250,000	479,099
Total	216	268,801,587	30,339,771

DEPARTMENT OF PUBLIC WORKS

PROGRAMS EXPENDITURES
FISCAL YEAR 1994-1995

	1993-1994	1994-1995
ARCHITECTURE		
Architectural Consultation Services		
Salaries, Fringes and Overhead	$0	$0
Program Total	$0	$0
Architectural Capital Projects:		
Facilities Maintenance and Capital Improvement Projects	$104,475,410	$142,419,590
Program Total	$104,475,410	$142,419,590
BUILDING INSPECTION		
Building Inspection Services		
Salaries, Fringes and Overhead	$14,931,238	$12,679,449
Contractual Services	556,799	779,859
Current Expenses	42,989	213,017
Capital Outlay	354,136	468,699
Services of other Departments	826,558	1,294,835
Program Total	$16,711,720	$15,435,859
ENGINEERING		
Engineering Capital Program		
Facilities Maintenance and Capital Improvement Projects	$57,463,373	$39,168,742
Program Total	$57,463,373	$39,168,742
BUILDING REPAIR		
M & O of Buildings:		
Salaries, Fringes and Overhead	$4,765,722	$4,429,689
Contractual Services	554,110	588,961
Current Expenses	144,797	163,367
Capital Outlay	1,798	992
Services of other Departments	501,329	43,070
Program Total	$5,967,756	$5,226,079
I.D. M & O of Buildings:		
Salaries, Fringes and Overhead	$11,519,650	$11,216,230
Contractual Services	575,708	529,792
Current Expenses	1,544,742	1,526,434
Capital Outlay	39,007	0
Services of other Departments	79,177	93,103
Program Total	$13,758,284	$13,365,559

Facilities Maintenance:		
Salaries, Fringes and Overhead	$469,743	$376,852
Contractual Services	105,830	23,313
Current Expenses	14,227	97,260
Capital Outlay	0	0
Services of other Departments	38,051	53,916
Program Total	$627,851	$551,341
STREET ENVIRONMENTAL SERVICES		
Salaries, Fringes and Overhead	$13,530,048	$14,544,590
Contractual Services	19,504	12,129
Current Expenses	308,937	520,171
Capital Outlay	100,312	116,123
Services of other Departments	234,659	320,442
Program Total	$14,193,460	$15,513,455
STREET & SEWER REPAIR		
Street Repair:		
Salaries, Fringes and Overhead	$2,790,812	$3,087,957
Contractual Services	119,128	52,975
Current Expenses	16,103	241,677
Capital Outlay	212,884	102,319
Services of other Departments	909,363	1,359,594
Program Total	$4,048,290	$4,844,522
Sewer Repair:		
Salaries, Fringes and Overhead	$5,712,268	$6,753,526
Contractual Services	534,206	550,045
Current Expenses	279,223	291,831
Capital Outlay	9,096	59,646
Services of other Departments	121,545	234,813
Program Total	$6,656,338	$7,889,861
CLEAN WATER PROGRAM		
Clean Water Operations/Southeast Community Facility:		
Salaries, Fringes and Overhead	$1,473,764	$1,591,575
Contractual Services	369,246	568,988
Current Expenses	7,889	9,167
Capital Outlay	83,153	125,265
Services of other Departments	163,291	657,452
Program Total	$2,097,343	$2,952,447
WATER POLLUTION CONTROL:		
Salaries, Fringes and Overhead	$21,200,068	$20,269,663
Contractual Services	6,466,682	8,213,898
Current Expenses	4,109,998	6,151,131
Capital Outlay	427,059	364,889
Services of other Departments	8,131,549	14,631,209
Program Total	$40,335,356	$49,630,790

ENVIRONMENTAL REGULATION AND MANAGEMENT		
Salaries, Fringes and Overhead	$3,137,350	$3,138,947
Contractual Services	247,738	405,897
Current Expenses	119,904	131,877
Capital Outlay	192,944	274,319
Services of other Departments	999,304	1,393,887
Program Total	$4,697,240	$5,344,927
STREET-USE AND MAPPING		
Salaries, Fringes and Overhead	$1,028,018	$1,065,938
Contractual Services	0	
Services of other Departments	477,282	684,091
Program Total	$1,505,300	$1,750,029



Spreckels Temple of Music Earthquake Repair - This project was designed by Bureau of Architecture and includes seismic strengthening and disabled access improvements.

DEPARTMENT OF PUBLIC WORKS

PROGRAMS AND ACTIVITIES
FISCAL YEAR 1994-1995

DIVISION (FAMIS)	MSA/CG PROGRAM	ACTIVITIES
02. Architecture	2122 Architectural Capital Projects	01. Planning, Design & Construction 02. (Inactive) 03. (Inactive)
	2190 Earthquake Safety Program	1Q. City Hall-EQ Repair Work 1F. City Hall-Facility Preservation 1U. City Hall-Seismic Upgrade 2Q. Opera House-EQ Repair Work 2F. Opera House-Facility Preservation 2U. Opera House-Seismic Upgrade 3Q. Veteran's Bldg-EQ Repair Work 3F. Veteran's Bldg-Facility Preservation 3U. Veteran's Bldg-Seismic Upgrade 4Q. Civic Auditorium-EQ Repair Work 4F. Civic Auditorium-Facility Preserva. 4U. Civic Auditorium-Seismic Upgrade 5Q. DPH HQ-EQ Repair Work 5F. DPH HQ-Facility Preservation 5U. DPH HQ-Seismic Upgrade 6Q. Non Civic Center-EQ Repair Work 6F. Non Civic Center-Facility Preserva. 6U. Non Civic Center-Seismic Upgrade 9Q. Final EQ Inspection 07. Zoo 08. Planning/Assessments 09. Project Planning & Control
03. Building Inspection	2123 Building Inspection Services	01. Administration 02. Plan Checking 03. Counter Services Division 04. PP&I Program Support 05. Inspection 06. Code Enforcement 07. CI Program Support 08. Plumbing Inspection Division 09. Electrical Inspection Division 10. MI Program Support 11. Records Management Division 12. Non-Budget Activity 13. Housing Inspection Division 14. Property Conservation 15. Miscellaneous 16. Seismic Safety 17. Public Services Division
	2124 Interdepartmental Services	01. Non-Budget Activity
04. Building Repair	2127 Maintenance and Operation of Buildings	01. Building Operations 02. Preventive Maintenance 03. Building Repairs 04. Janitorial Services 05. Ancillary Services 06. Program Support 07. Anti-Graffiti

DIVISION (FAMIS)	MSA/CG PROGRAM	ACTIVITIES
Building Repair (continued)	2128 Interdepartmental Maintenance and Operation of Buildings	01. Building Operations 02. CAMS Projects 03. Building Repairs 04. Janitorial Services 05. Alterations/Improvements(FM) 06. Alterations/Improvements 07. Special Projects 08. Facilities Maintenance 09. Capital Projects 10. Traffic Maintenance & Revisions 11. Maintenance and Repairs(FM) 12. Sidewalk & Ramp
06. Engineering	2101 Clean Water Operations	01. Sewer System Information Plan 02. (Inactive) 03. Sanitary Engrng Consultation Svcs 04. (Inactive) 05. Mechanical Engrng Consultation Svcs 06. Hydraulic Studies 07. Clean Water Planning
	2103 Non-Grant Construction Projects	01. Flooding 02. Sewer Enlargements 03. R&R Sewers 04. Sewer System Extensions 05. Emergency Sewer Contracts 06. R&R Treatment Works 07. (Inactive) 08. (Inactive) 09. (Inactive) 10. Instrumentation and Control 11. BWPC WO Projects
	2104 Clean Water Grants	01. NP Crosstown Transport 04. SEWPCP Expansion Design 08. SE Community Facility Planning 12. SEWPCP Expansion 14. SE Solid Dewatering Improvements 16. Area-wide Facility Planning 20. NP Wet Weather Plan 24. Channel Outfall Consolidation 28. North Shore Pump Station 32. Islais Creek Outfall 36. SWOO Design 40. SWOO Construction 44. Westside Transport 48. Westside W-3 52. Westside W-1 54. RSWPCP Improvements Phase I 56. Northshore Outfall 60. SWWPCP Design 62. Oceanside WPCP Construction 64. Bayside Facility Planning 68. Program Wide Support 72. Solid Waste Management 76. Real Time Auto Control 77. Combined Sewer Outfall Projects 78. Hunters Point St-3 (CSO) 79. Yosemite Sunnydale St-3 80. NP & SP Chlor/Dechlor

DIVISION (FAMIS)	MSA/CG	PROGRAM	ACTIVITIES
06. Engineering (Continued)			81. NP Outfall Diffuser 82. SESTP Improvements 83. RSWPCP Improvements 84. RWSPCP Interim Improvements 85. SEWPCP Expansion Interim 86. SWWPCP Planning 87. SE Community Center (Step 2) 88. NPWW Conversion #1 (Steps 2 & 3) 89. Richmond Plant Improvements 90. SE Outfall System improvements 91. Lake Merced Transport Construction 92. Islais Creek Transport Construction 93. Islais Creek Loan 94. Richmond Transport 95. Great Highway/Seawall
	2105	Great Highway Projects (GF)	01. Great Highway Erosion Protection
	2132	Engineering Capital Projects	01. Engineering Capital Projects 02. Engineering Studies/Services 03. Road Studies & Investigations 04. (Inactive) 05. (Inactive) 06. (Inactive) 07. Sales Tax Projects 08. Disabled Access
07. Water Pollution Control	2102	Southeast Community Facility	01. Southeast Community Facility
	2133	Water Pollution Control	01. Wastewater Operations 02. Wastewater Maintenance 03. Wastewater Laboratories 04. Safety & Health & Training 05. (Inactive) 06. Program Support 07. Non-Budget Activity 08. (Inactive)
	2145	Earl P Mills Community Facility	01. Earl P Mills Community Facility
08. Street Environmental Services	2137	Street Environmental Services	01. Mechanical Street Cleaning 02. Manual Street Cleaning 03. Ancillary Services 04. SES Support 05. (Inactive) 06. Tree Maintenance 07. Landscape Maintenance 08. SES Non-Budget 09. Graffiti Abatement (GF) 10. Workfare/Plazas (GF)

DIVISION (FAMIS)	MSA/CG PROGRAM	ACTIVITIES
09. Street and Sewer Repair	2140 Street Repair	01. Major Street Repairs 02. Minor Street Repairs 03. Asphalt Plant 04. Curbs and Sidewalks 05. Ancillary Services 06. Program Support 07. Street Repair Overtime 08. M&O of Bridges 09. M&O of Tunnels 10. B&T Major Repairs 11. B&T Admin/Support 12. B&T Overtime 13. Non-Budget Activity
	2143 Sewer Repair	01. Sewer Services 02. Sewer Repairs 03. Program Support 04. Ancillary Services 05. Sewer Repair Overtime 06. Non-Budget Activity
12. Environmental Regulation and Management	2135 Pretreatment & User Charge	01. Pretreatment 02. User Charge
	2146 ID Services	04. Non-Budget Activity
13. Construction Management	2147 ID Services	01. Inspection 02. Contract Preparation 03. Contract Administration 04. Materials Testing 05. Surveys 06. Asbestos 07. Site Assessment and Remediation
14. Street-Use and Mapping	2129 Street Use Management	01. Street Pavement Management 02. (Inactive) 03. Street Inspection 04. Street Permits 05. (Inactive) 06. Surveys and Mapping 07. Engineering Consultation 08. Program Support
	2148 ID Services	01. Subdivision 02. (Inactive) 03. Utility Excavation Fund 04. Engineering Inspection Fund 05. Street Vacation Fund 06. Utility Undergrounding 07. Sidewalk Repair 08. Miscellaneous ID Services 09. Street Tree Program

Note: Underline indicates revisions.

Acknowledgements:
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Design & Layout, Linda W. Zane